Improving the Impact of International Labour Standards through Technical Cooperation

– A Practice Guide

International Labour Standards Department

Copyright © International Labour Organization 2008
First published 2008

Publications of the International Labour Office enjoy copyright under Protocol 2 of the Universal Copyright Convention. Nevertheless, short excerpts from them may be reproduced without authorization, on condition that the source is indicated. For rights of reproduction or translation, application should be made to ILO Publications (Rights and Permissions), International Labour Office, CH-1211 Geneva 22, Switzerland, or by email: pubdroit @ ilo.org. The International Labour Office welcomes such applications.

Libraries, institutions and other users registered with reproduction rights organizations may make copies in accordance with the licences issued to them for this purpose. Visit www.ifrro.org to find the reproduction rights organization in your country.

ILO
Improving the impact of international labour standards through technical cooperation: a practice guide / International Labour Office, International Labour Standards Department. – Geneva: ILO, 2008, 60p.

ISBN 978-92-2-121704-6 (print)
ISBN 978-92-2-121705-3 (web pdf)

International Labour Office; International Labour Standards Department

guide / ILO standards / application / technical cooperation / development project / partnership building

01.03.7

ILO Cataloguing in Publication Data

The designations employed in ILO publications, which are in conformity with United Nations practice, and the presentation of material therein do not imply the expression of any opinion whatsoever on the part of the International Labour Office concerning the legal status of any country, area or territory or of its authorities, or concerning the delimitation of its frontiers.
The responsibility for opinions expressed in signed articles, studies and other contributions rests solely with their authors, and publication does not constitute an endorsement by the International Labour Office of the opinions expressed in them.

Reference to names of firms and commercial products and processes does not imply their endorsement by the International Labour Office, and any failure to mention a particular firm, commercial product or process is not a sign of disapproval.

ILO publications and electronic products can be obtained through major booksellers or ILO local offices in many countries, or direct from ILO Publications, International Labour Office, CH-1211 Geneva 22, Switzerland. Catalogues or lists of new publications are available free of charge from the above address, or by email: pubvente @ ilo.org

Visit our website: www.ilo.org/publns

Photocomposed in Switzerland JMB
Printed in Switzerland ICO

Table of contents

1. Introduction **1**

2. The current development context **3**

2.1 The human rights-based approach to development 3
2.2 The Millennium Development Goals (MDGs) 4
2.3 Poverty Reduction Strategy Papers (PRSPs) 6
2.4 National ownership; donor harmonization and alignment 7
2.5 The United Nations: reforms and joint programming 11
2.6 Main opportunities and challenges for ILS and TC 13

3. Strategy and practical steps to improve ILS impact **15**

3.1 Identifying the priorities for technical cooperation 16
3.2 Mainstreaming in ILO's broader technical cooperation 17
3.3 Mainstreaming into DWCPs 18
3.4 Technical cooperation projects initiated from the country-level 21
3.5 Mainstreaming beyond the ILO 23
3.6 Technical cooperation projects focusing on thematic priorities 24
3.7 The role of the International Training Centre in Turin 25

4. Resources, partnerships and donors **29**

4.1 Overview of ILO sources of funding 29
4.2 The ILO resource mobilization strategy 32
4.3 Resource mobilization trends 33
4.4 Donor categories 34
4.5 Main cooperation modalities 36
4.6 Multi-bilateral donors interested in supporting ILS 37
4.7 Golden rules for donor relations 39

5. Main steps in project design **41**

5.1 The link between technical cooperation projects and DWCPs 42

5.2 The ILO project cycle 43

5.3 Project Design 44

5.3.1 Situation analysis and preparation of project concept notes . . 45

5.3.2 Project formulation 45

5.3.3 Objective setting 46

5.3.4 Defining results and indicators 47

5.3.5 Implementation planning 48

Annex 1: The Human Rights-Based Approach to Development Cooperation – Towards a Common Understanding Among UN Agencies 49

Annex 2: List of current technical cooperation projects implemented by NORMES 53

Annex 3: References 55

List of abbrevations

AAA	Accra Agenda for Action
CODEV	Development Cooperation Branch
DAC	Development Assistance Committee (of the OECD)
Danida	Danish International Development Assistance
DBS	Direct Budget Support
DfID	Department for International Development (UK)
ECOSOC	Economic and Social Council
EIB	European Investment Bank
EU	The European Union
EVAL	Evaluation Unit
GB	Governing Body
GBS	General Budget Support
HIPC	Highly-Indebted Poor Country Initiative
IFC	International Finance Corporation
IFI	International Financial Institutions
ILC	International Labour Conference
ILO	International Labour Organization
ILS	International Labour Standards
IMF	International Monetary Fund
ITC	International Training Centre of the ILO in Turin
LILS	Committee on Legal Issues and International Labour Standards
MDGs	Millennium Development Goals
NORAD	Norwegian Agency for Development Cooperation
ODA	Official Development Assistance

OECD	Organisation for Economic Co-operation and Development
OHCHR	Office of the High Commissioner for Human Rights
PARDEV	Partnerships and Development Cooperation Department
PCN	Project Concept Note
PRBS	Poverty Reduction Budget Support
PRO DOC	Project Document
PRS	Poverty Reduction Strategies
PRSP	Poverty Reduction Strategy Papers
RBM	Results-Based Management
RBSA	Regular Budget Supplementary Account
RBTC	Regular Budget Technical Cooperation
SMM	Strategic Management Module
SPROUT	Summary Project Outline
SWAps	Sector-Wide Approaches
TC	Technical Cooperation
TCPR	Triennial Comprehensive Policy Review
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNIFEM	United Nations Development Fund for Women
XBTC	Extra-budgetary Technical Cooperation

1 Introduction

The purpose of this guide is to provide practical guidance to the International Labour Standards Department (NORMES), including staff at headquarters and field specialists, on strategic entry points and opportunities for promoting and implementing international labour standards (ILS) through technical cooperation (TC).

Technical cooperation is one of the major instruments used by the ILO to achieve its overall goal of promoting full and productive employment and decent work for women and men in all countries. [1] TC is a collaborative effort involving all sectors, departments and field offices, and TC projects and programmes are part and parcel of the agreed Decent Work Country Programmes in any given country. TC should be provided where the ILO has a comparative advantage in providing expertise and advice. In this context, it is important to underline that ILS constitute the "core business" and thus the main comparative advantage of the ILO and involves the tripartite constituents throughout the adoption, promotion, ratification and implementation process. The Declaration on Social Justice for a Fair Globalization, adopted by the ILC in June 2008, stresses this point by recognizing that standards are a unique advantage of the ILO and that TC activities should be strengthened in order to effectively assist member states with regards to ratification and application. This strengthening of TC is aimed at supporting efforts by individual Members to make progress on a tripartite basis, through the framework of the UN system, and in particular the Decent Work Country Programmes. In short, the Declaration reconfirms standards as an essential means to achieving the constitutional objectives of the ILO in the context of globalization, and as a central component of TC and the Decent Work Country Programmes. As a consequence, the Declaration urges the Organization to "promote the ILO's standard-setting policy as a cornerstone of ILO activities" [2].

A number of strategic policy discussions and decisions have recently highlighted the use of technical cooperation as a tool to increase the impact of ILS, and a strategy and plan of action has been approved in 2007 by the LILS Committee of the Governing Body [3].

---

1 ILO Technical Cooperation Manual – Version 1. PARDEV, ILO, 2007

2 ILO Declaration on Social Justice for a Fair Globalization, adopted by the ILC at its Ninety-seventh Session, Geneva, 10 June 2008.

3 GB.300/LILS/6 *"Improvements in the standards-related activities of the ILO: Possible approaches and an interim plan of action to enhance the impact of the standards system"*

It is clear that there is a strong commitment from the constituents and the Office to accelerate the use of TC as a means to improve the impact of ILS. However, in order to implement the strategy and be able to plan and raise funds for sustainable technical cooperation activities, the following questions need to be addressed:

- What does the current development context look like? Which are the main entry points and opportunities for promoting standards-related activities within DWCPs, UNDAFs, PRSPs and other major development processes?
- Which are the steps to be followed in order to mainstream standards into the TC programme of the ILO and other development partners, and develop standards-related TC projects and programmes?
- Which donors are most likely to fund standards-related activities? Which funding modalities are available and would be appropriate for this kind of intervention?
- What are the main steps in preparing a project document that fits into DWCPs and other development frameworks?

This guide intends to respond to the questions above and give practical guidance as well as suggestions and links to further reading within this area.

In order to provide accurate information and gradually reflect emerging experiences, the guide will continuously be reviewed and updated by the NORMES Task Force on TC. Comments and inputs to the Task Force can be submitted to normestc@ilo.org.

The guide is structured in the following way:

Section two presents the current development context with a focus on the broad aid architecture based on the Paris/Rome Declarations, the UN reform and the links to DWCPs as well as concepts and approaches that are widely used in the development area.

Section three provides an introduction to the ILO's technical cooperation programme and its policy framework for the promotion of ILS; it presents lessons learned and suggests opportunities for improving the impact of ILS through technical cooperation.

Section four deals with partnerships, donors to the ILO and resource mobilization.

Finally, **section five**, gives an introduction to project design and the different steps included in the design process.

I would like to thank all those colleagues both at headquarters and in the field, in particular Ms. Birgitte Feiring, Ms. Malin Liljert and Mr. Pelle Moller Lutken for their contribution to this guide. I hope that it will provide guidance to further strengthen the impact of international labour standards through technical cooperation and the DWCPs.

Cleopatra Doumbia-Henry
Director
International Labour Standards Department
October 2008

2 The current development context

In the past 15 years, substantial and far-reaching changes have taken place on the international development arena. The current development context is characterised by a strong focus on poverty reduction, new development cooperation modalities, increased aid levels, commitment to policy coherence and the call for UN reform.

This section will present the prevailing aid architecture concerning poverty reduction, Millennium Development Goals as well as the Rome and Paris Declarations, aiming at ensuring harmonisation among donors and alignment with national policies and implementation mechanisms. It will provide an introduction to the implications of the UN reform as well the main delivery mechanisms at the country level, including the CCA/UNDAFs and the DWCPs.

2.1 The human rights-based approach to development

A rights-based approach to development has gained global recognition during the last decade.

In 2003, the UN developed a Statement of Common Understanding on the Human Rights-Based Approach[4], implying that all development cooperation and planning by UN agencies should be based on the following principles:

1. All programmes of development cooperation, policies and technical assistance should further the realisation of human rights as laid down in the Universal Declaration of Human Rights and other international human rights instruments.
2. Human rights standards contained in, and principles derived from, the Universal Declaration of Human Rights and other international human rights instruments should guide all development cooperation and programming in all sectors and in all phases of the programming process.
3. Development cooperation should contribute to the development of the capacities of 'duty-bearers' to meet their obligations and/or of 'rights-holders' to claim their rights.

[4] Please refer to Annex 1.

➢ Due to its normative role, the human rights-based approach provides the ILO with a unique position, a strong argument and an important vehicle for addressing the promotion and application of ILS as an integral element of all technical cooperation undertaken by the Office - as well as for building alliances and partnerships and engaging in joint efforts with other development partners.

2.2 The Millennium Development Goals (MDGs)

The global focus on poverty reduction was first emphasised during the **World Summit for Social Development** in Copenhagen (1995), which created a global consensus and a common goal to fight poverty worldwide.

The eight **Millennium Development Goals (MDGs)** that were agreed upon at the Millennium Summit in 2000 have taken the fight against poverty a step further and are now the overarching goals for all development actors.

The eight Millennium Development Goals [5]

1. Eradicate extreme poverty and hunger
2. Achieve universal primary education
3. Promote gender equality and empower women
4. Reduce child mortality
5. Improve maternal health
6. Combat HIV/AIDS, malaria and other diseases
7. Ensure environmental sustainability
8. Develop a global partnership for development

At the 2005 World Summit, the MDGs, the progress and follow-up to the goals were further discussed. The issue of employment, which had been overlooked in the first round of the MDGs, was highlighted on this occasion and the ILO Decent Work agenda gained recognition. The global consensus on the importance of "Decent Work for All" was thereby expressed in the **World Summit Outcome Document**, paragraph 47:

[5] http://www.un.org/millenniumgoals/

> *"We strongly support fair globalization and resolve to make the goals of full and productive employment and decent work for all, including for women and young people, a central objective of our relevant national and international policies as well as our national development strategies, including poverty reduction strategies, as part of our efforts to achieve the Millennium Development Goals. These measures should also encompass the elimination of the worst forms of child labour, as defined in International Labour Organization Convention No. 182, and forced labour. We also resolve to ensure full respect for the fundamental principles and rights at work"* [6].

In brief, the Decent Work agenda, including ILS, links to the MDGs in the following way:

Goal 1, 7 and **8** are overarching goals towards poverty reduction and sustainable development, which rely on decent work for their attainment. Goal 1 mentions explicitly that one of the targets is to "Achieve full and productive employment and decent work for all, including women and young people"

Goal 2 is related to decent work for parents, "school to work" transition and the elimination of child labour.

Goal 3 on gender equality is a condition for meeting all the MDGs. This has direct relationship to a series of ILS. Moreover, gender mainstreaming is embedded in all of the ILO's work.

Goals 4, 5 and **6** on health-related issues are directly linked to social protection.

In general, respect for rights at work sustains progress towards poverty reduction while reinforcing democracy and underpinning peace. Freedom of association and the elimination of forced labour, child labour and discrimination enable people to free themselves from poverty.

Effective dialogue between government, employers' and workers' organizations supports an inclusive policy reform. Institutions that foster social dialogue support, improved governance and social stability are necessary conditions for achieving all of the MDG [7]

➢ As the MDGs constitute the overarching goals and policy orientation for all development efforts, it is crucial to explicitly link and use these as vehicles for the promotion and application of ILS.

---

6 UN document A/61/1, http://www.un.org/ga/61/documentation/list.shtml.

7 The Millennium Declaration, the MDGs and the ILO's Decent Work Agenda: Overview (www.un.org/millennium)

2.3 Poverty Reduction Strategy Papers (PRSPs)

Within the overall poverty reduction context, debt-relief efforts play a crucial role for the least developed countries. The Highly-Indebted Poor Country initiative (**HIPC**)[8] was introduced in 1996. In order to qualify for debt-relief through the HIPC initiative, countries should prepare a Poverty Reduction Strategy Paper (**PRSP**).

The World Bank and the International Monetary Fund (IMF) introduced the PRSP approach in 1999 but the framework was soon accepted by all development actors as the modality for comprehensive poverty-reduction country strategies. PRSPs act as roadmaps by setting out priorities for poverty-focused domestic policies and programmes, as well as for development assistance. They are country-driven, use a participatory approach and should be developed under the leadership of national governments, with the coordinated support of the civil society, private sector, International Financial Institutions (IFIs), bilateral donors and the UN. All stakeholders should take part in all steps of the PRSP process, from analysis and formulation to implementation, monitoring and evaluation.

Until now, approximately 70 low-income countries have or are in the process of developing interim or full PRSPs.[9] The rather rigid approach to PRSPs that was pursued by the IFIs at the early stage has been slightly revised and existing national plans or other steering documents may now be considered as PRSPs.

The ILO, together with its constituents, is working to ensure that employment and decent work issues are addressed as an integral part of the economic and social analyses and policies comprising PRSP initiatives. Through social dialogue, it also contributes to broader participation and national ownership of these processes. The ILO is supporting a large number of member States on this issue *(Cambodia, Honduras, Mali, Tanzania, Nepal, Ethiopia, Ghana, Indonesia, Pakistan and Yemen)*.

> Nepal ratified ILO Convention No. 169 in September 2007 in order to use the Convention as a framework for profound state reform and the building of an inclusive democracy. Although the Convention only comes into force in September 2008, the Government of Nepal has already taken some important steps to further the inclusion of indigenous peoples in national development and poverty reduction strategies, including in the PRSP that will be implemented in Nepal in 2008-10. The PRSP comprises a special section on indigenous peoples and specifically mention among its activities a review of all state policies and programmes to ensure that they are in line with ILO Convention No. 169.

---

8 HIPC's mission was to provide a lasting exit to unsustainable debt burdens for the world's least developed countries (LDCs). The debt cancellation scheme included, for the first time, debts owed to the World Bank and the IMF, who had previously had a status as 'preferred creditors' in terms of debt repayment. In short, HIPC provided a new and more comprehensive approach for alleviating the debt burden of the poorest countries.

9 www.worldbank.org/prsp

- As the PRSP sets the overall development agenda for a period of three to five year in the least developed countries, it is important that the ILO and the social partners engage actively in the process. If not, there is a risk that ILO core issues such as labour standards are left out from the agenda.
- For further reading on PRSPs and Decent Work and on how to engage in PRS processes, please refer to the "*Decent Work and Poverty Reduction Strategies: A reference manual for ILO staff and constituents*" as developed by INTEGRATION.

2.4 National ownership; donor harmonization and alignment

Although there was an international consensus on achieving the MDGs at the turn of the millennium, the commitment on funding levels was not in parallel. The International Conference on Financing for Development in Monterrey, Mexico in 2002 (**"the Monterrey Consensus"**) called for mobilizing and increasing financing for development assistance. The Monterrey Consensus also stressed the need for improved policy coherence, consistency and coordination among all partners in the development arena. Although the total level of ODA from member countries in OECD's Development Assistance Committee (OECD-DAC) dropped to 103.7 billion in 2007 [10], after reaching the second-highest figure ever recorded in 2006 (US$ 104.4 billion) [11], the Monterrey Consensus has in general resulted in increased **Official Development Assistance** (ODA). It should be noted however, that private investments, trade-related income and remittances are counting for a much larger share of developing countries' national budgets than the traditional development aid. Foreign direct investments to developing countries accounted for US$ 334 billion in 2006 [12], three times more than ODA during the same period.

In tandem with the increased level of aid, the general consensus regarding PRSPs and the MDGs, there has also been a growing concern about the high transaction costs and heavy burden that has been put on recipient countries for managing aid funds. All agencies within the large and often, very disparate donor community, have pursued their different programming, budgeting, monitoring and reporting formats. This has led to fragmented and incoherent interventions that have not achieved the intended results. In addition, uncoordinated missions and meetings have put a heavy toll on an already ailing public service in the recipient country.

The challenge for the multilateral and bilateral donors, as well as partner countries, is therefore to harmonize their operational policies, procedures, and practices and to align their support with country-owned PRSPs or other development frameworks.

---

10 http://www.oecd.org/document/8/0,3343,en_2649_34447_40381960_1_1_1_1,00.html

11 Final ODA flows in 2006, OECD-DAC, http://www.oecd.org/dataoecd/7/20/39768315.pdf

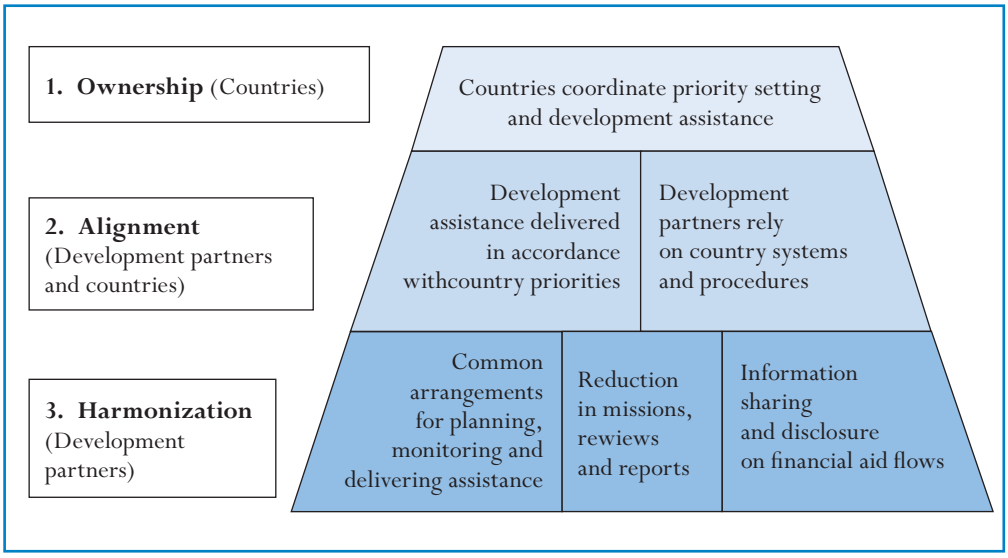
12 World Investment Report 2007, UNCTAD, http://www.unctad.org

The Rome High-Level Forum (2003) concluded in the **Rome Declaration on Harmonization**[13], that harmonization efforts should be adapted to the country context, and that donor assistance should be aligned with the development recipient's priorities. The following **Paris Declaration on Aid Effectiveness**[14] constitutes an international agreement, which promises to increase efforts in harmonisation, alignment and managing aid for results with a set of monitorable actions and indicators and with a strong emphasis on ownership. The aim is to increase the efficiency so that the MDGs can be achieved.

The Paris Declaration is a practical, action-oriented roadmap with a number of targets to be met by 2010. It provides 56 partner commitments, including the following:

- Developing countries will exercise effective leadership over their development policies, strategies, and to coordinate development actions;
- Donor countries will base their overall support on receiving countries' national development strategies, institutions, and procedures;
- Donor countries will work so that their actions are more harmonized, transparent, and collectively effective;
- All countries will manage resources and improve decision-making for results;
- Donor and developing countries pledge that they will be mutually accountable for development results.

The main content of the Rome and Paris Declarations can be illustrated as below: [15]



[13] http://www.aidharmonization.org/secondary-pages/editable?key=106

[14] http://www.oecd.org/document/18/0,2340,en_2649_3236398_35401554_1_1_1_1,00.html

[15] Decent Work and Poverty Reduction Strategies, A reference manual for ILO staff and constituents, National Policy Group, INTEGRATION

The goals of the Paris Declaration have recently been reaffirmed and intensified at the Third High Level Forum on Aid Effectiveness, in Accra. An alliance of development partners, including developing and donor countries, emerging economies, UN and multilateral institutions, development banks, global funds and civil society organisations all participated in the discussions leading up to the High Level Forum. At the Forum, the Accra Agenda for Action (AAA)[16] built on the legacy of previous meetings on aid effectiveness, was endorsed. The final AAA includes the reaffirmation of the following key points:

- *Predictability.* Donors will provide partner countries with 3-5 year forward information on their planned aid.
- *Country systems.* Partner country systems will be used to deliver aid as the first option, rather than donor systems.
- *Conditionality.* Donors will switch from reliance on prescriptive conditions, to conditions based on the developing country's own development objectives.
- *Untying.* Donors will relax restrictions preventing developing countries from buying goods and services wherever they can get the best quality at the lowest price.

Main concepts in current technical cooperation:

Previously, technical cooperation was almost synonymous with the preparation, implementation and evaluation of a project. Over time, this has changed and technical cooperation in the context of the Rome and Paris Declarations has many different features.

A **Sector-Wide Approach Programme** (SWAp) is a single comprehensive sector plan, driven and coordinated by government, that provides for a common and coherent approach across the sector, and which progressively uses the government procedures for planning, monitoring, reporting and evaluation. Typical sectors for SWAps and basket funding are health and education. SWAps often imply basket funding or sector budget support mechanisms.

Basket funding is where several donors jointly provide funding for a sector or larger programme. **General budget support** (GBS) or **Direct Budget Support** (DBS) has become more prominent since the late 1990s, as part of the wider quest to improve the effectiveness of aid. Different donors use different terminology, (GBS/DBS) but the implications are that donors provide funds to the recipient government's own financial management system that are not earmarked for specific uses. However, the disbursement of funds is accompanied by mechanisms for policy dialogue and agreements about the government's development and delivery strategy.

[16] Please find the AAA here: http://www.accrahlf.net

Instead of focusing narrowly on the use of the aid funds, government and donors together monitor implementation of the agreed strategy as a whole. The term **Poverty Reduction Budget Support** (PRBS) is also being used in this context, stressing the use of funds for poverty reduction efforts, **Sector budget support** is un-earmarked funding for a specific sector only. Recent research has shown that much of the GBS/DBS is actually sector budget support.

A **Joint Assistance Strategy** (JAS) operationalizes the national development framework and forms an agreement between government and donors on the modalities for achieving the national priorities. Where a JAS is being developed, the process requires the full engagement of the UN, including the ILO, as the JAS will set the agenda for all development activities in the near future. The development of JAS has proven to be a time-consuming task with high transaction costs and the result of these processes are yet to be evaluated. JAS has been developed in, particularly sub-Saharan Africa and in countries such as Kenya, Ghana, Uganda, Tanzania and Zambia.

For the ILO and other agencies, the Paris/Rome Declarations on aid effectiveness have proved to be a challenge in the search for extra-budgetary funds. Many donors, especially the so called "like-minded donors"[17], who are strong supporters of the Paris Declaration, are becoming reluctant to fund stand-alone projects that are not placed in a larger context and implemented by national institutions. However, in the new Declaration on Social Justice for a Fair Globalization, the ILC strongly emphasises nationally defined needs and priorities as key aspects in the implementation of the Decent Work Agenda.

Another difficulty for the ILO is that policy discussions and decisions about government resource allocations are taking place between the government and the main donors in forums that do not necessarily include the UN or the ILO.

➢ Alignment of development cooperation activities to national development strategies is an important feature of the Paris Declaration, and has recently been reconfirmed in the Accra Agenda for Action. This means that donor funds are increasingly linked to the implementation of PRSPs and other national policy documents. Accordingly, initiatives and activities to ensure implementation of ratified ILS, capacity-building to comply with reporting obligations along with implementation of recommendations from the supervisory bodies could therefore be a potential area for donor support to the national government. Moreover, these areas provide obvious opportunities for technical cooperation activities implemented by the ILO.

---

[17] Inter alia: Denmark, DfID, Finland, the Netherlands, Norway, Sweden and Switzerland.

- Through the UN Development Group (UNDG), the ILO is a formal subscriber to the Paris Declaration. This implies that the Office should accept and promote the principles of the Declaration, which may in practical terms include the following aspects: Focus on policy dialogue with the government and alignment with national policies, less stand-alone projects, scaling-up and implementation through national mechanisms instead of numerous pilot projects, no un-necessary fly-in-fly out missions and coordination with other development actors. The normative role of the ILO, along with its supervisory mechanisms, provides a strong comparative advantage and a solid argument for the involvement of the ILO in technical cooperation at the national level.
- Resource mobilization efforts in the new development landscape guided by the Paris/Rome Declarations and with budget support as a prominent aid instrument have taken another turn. In this environment, the role of the ILO could be to provide policy guidance, advice and capacity building to the government, which is faced with an increased national budget. Funds may also be mobilized from the national budget towards agreed projects and programmes that are part of national priorities. One such case in point is the DWCP in Mali where the ILO has received budget support funds from the government for the implementation of an employment creation project.

2.5 The United Nations: reforms and joint programming

Given the changes in the development arena, it has also become clear that the United Nations needs to be reformed to more effectively deliver programmes and avoid duplication of activities. The work with the **UN Reform** begun already in 1997, but has been accelerated since the recommendations of the High Level Panel on System Wide Coherence were presented in 2006[18]. The recommendations that have received most attention are probably those related to the **"Delivering as One"** concept, which is in line with the Paris Declaration on Aid Effectiveness. This implies that the UN at country level is striving towards greater coordination, coherence and efficiency and is also trying to operate with "one leader, one programme, one budget and one office" for the UN family. The primary objective is to ensure faster and more effective development operations and accelerate progress to achieve the MDGs.

The role of the **United Nations Development Programme** (UNDP) is also being reformed in view of the UN reform agenda. The UNDP should focus and strengthen its operational work on policy coherence and positioning of the UN Country Team (UNCT), and withdraw from sector-focused policy and capacity work being done by other UN organizations. The Resident Coordinator will be empowered to manage

[18] http://www.un.org/events/panel/resources/pdfs/coh_10_waysE.pdf

the "One UN" country programme and there will be UN system-wide ownership of the Resident Coordinator system.

In order to test the "Delivering as One" concept, eight countries[19] have been chosen as pilot countries to test how the many and diverse UN agencies can deliver in a more coordinated way. It has now been agreed that there should not be any further "One UN" pilot countries until stocktaking and lessons learned have been done.

The **United Nations Development Assistance Framework** (UNDAF) is the strategic programme framework for the UNCT in a given country. The UNDAF describes the collective response of the UNCT to the priorities in the national development framework. Its high level expected results are called UNDAF outcomes. These show where the UNCT can bring its unique comparative advantages to bear in advocacy, capacity development, policy advice and programming for the achievement of MDG related national priorities.

The UNDAF process normally begins with a **Common Country Assessment** (CCA). The CCA is an instrument to analyse the national development situation and identify key development issues with a focus on the MDGs, and other internationally agreed treaty obligations and development goals. However, if there are other good quality documents that can equally serve as the analysis, they should be used or may be complemented by a UNCT special analysis of neglected areas. Thus, and as in accordance with the Paris Declaration on Aid Effectiveness, it is no longer mandatory for UNCT to prepare a fully-fledged CCA.

In the CCA guidelines it is especially mentioned that: "*Good analysis will include identification of areas where the country has not been able to reach internationally-agreed standards, and how to assist the country to do so.* [20]"

The timeframe for a UNDAF is normally 3-6 years and should be synchronized with the national planning cycle. The revised UNDAF guidelines, from 2007[21], stress the need to support national development plans and "*that the UN's contribution to country analysis and the UNDAF's contribution to the national development process are therefore means, not ends.*" The collective results expected from UNCT cooperation – the UNDAF outcomes, and the outcomes and outputs of agencies working alone or together – are presented in the UNDAF matrix and must make a substantive and measurable contribution to the achievement of the selected priorities of the national development framework.

The **Decent Work Country Programmes** are the ILOs contribution to the UNDAF and DWCP outcomes will thus contribute to the UNDAF outcomes. The revised "*Guidebook for Developing and Implementing Decent Work Country Programmes*" sets forth that:

---

19 Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay and Viet Nam, http://www.undg.org/index.cfm?P=568

20 Common Country Assessment and United Nations Development Assistance Framework: Guidelines for UN Country Teams on preparing CCA/UNDAF, February 2007

21 http://www.undg.org

"Where an UNDAF or similar vehicle already exists, the development of a DWCP is expected to take that vehicle into account. Efforts should be made to consider how decent work goals can be chosen that reinforce, complement and extend UNDAF commitments. Where an UNDAF does not yet exist, the role that the ILO often plays in issues of fundamental rights, labour standards, employment, skills, social protection and social dialogue may often make it a lead agency in terms of helping to define goals and follow through with actions in areas of ILO competence. The ILO perspectives on fair globalization, poverty reduction and gender equality should influence the directions of future UNDAFs"[22].

In Algeria, Liberia and Morocco, the DWCP has in fact become a central element of UNDAF; in Brazil and Mexico, the issue of decent work is specifically included as one of the UNDAF objectives and the DWCP outcomes for India are part of the UNDAF outcomes for 2008. Furthermore, the ILO has played a leading role in some areas of UNDAF priorities, such as youth employment, skills development and employability, labour migration management and HIV/AIDS workplace programmes[23].

- Engaging in the CCA/UNDAF and DWCP processes is absolutely crucial, as these constitute the main vehicles for promoting and implementing ILS at the country level.
- The explicit reference to internationally-agreed standards, together with the rule that the UNDAF should have a human rights-based approach, constitutes an opportunity for the ILO to promote ILS within the "One UN" context.
- As a starting point, the comments and recommendations of the supervisory bodies should form an integral element of the CCA and subsequently, prioritites for promotion and implementation of ILS should be included in the UNDAF. This is particularly important, as the UNDAF is used as a reference document for contacts with the donor community and for resource mobilization.

2.6 Main opportunities and challenges for ILS and TC

The international community is by and large in agreement that some "rules of the game" for the global economy are needed. This is reflected in the broad consensus regarding the human rights-based approach and the MDGs, of which ILS are intrinsic features.

Moreover, the importance of ILS is also broadly reflected in trade and private sector policies and agreements. Regional and bilateral free trade agreements (FTAs) as negotiated by the US, the EU and Canada are increasingly incorporating provisions on core labour standards. This provides the ILO with certain opportunities for getting

---

22 Bringing Focus to ILO Country-level Contributions: A Guidebook for Developing and Implementing Decent Work Country Programmes, December 2007 (draft)

23 GB 300/TC/1 "*The ILO's technical cooperation programme 2006-07*"

support from donors in countries and areas that have signed FTAs, for example focusing on labour administration, labour inspection, dispute resolution, capacity building of workers' and employers' organizations, gender equality, forced labour and the elimination of child labour [24]. For example, the OECD Guidelines for Multinational Enterprises [25] do incorporate the core labour standards of the Declaration of Fundamental Principles and Rights at Work. The Global Compact also refers to the Declaration in four of the "Ten Principles" of the Global Compact agreement [26]. The consumer movement for "Fair Trade" and various corporate social responsibility initiatives also call for implementation and respect for ILS.

Given the consensus on international labour standards as "rules of the game" for the global economy, the ILO needs to be able to prove its role as the "centre of excellence" and present concrete examples and proposals for technical cooperation that are:

i) Based on the priority Conventions and the most recently adopted Conventions;

ii) Based on the comments and recommendations emerging from the supervisory bodies on the full range of Conventions;

iii) Based on demands from the constituents;

iv) Based on the requests for advice and assistance that follows negotiations of free trade agreements which contains provisions concerning ILS; and

v) Firmly anchored in national commitments and development strategies, including DWCPs, CCA/UNDAFs and PRSPs

In order to gain the interest of national governments and donors, proposals should be concrete and target practical policy issues. The following section will provide more guidance in this regard.

---

[24] Free trade agreements and labour rights: opportunities and implications for the ILO in the regions. Internal discussion paper -draft, ILO, Casper Edmonds 2007

[25] http://www.oecd.org/dataoecd/29/40/35666447.pdf

[26] http://www.unglobalcompact.org/AboutTheGC/TheTenPrinciples/labourStandards.html

3 Strategy and practical steps to improve ILS impact

This section will present the main elements included in the Strategy prepared by NORMES on how to work through technical cooperation and suggest action points for each element.

The overall policy for ILO's technical cooperation programme is decided by the **International Labour Conference** (ILC), which meets on TC issues every five years. Extraordinarily, this year the ILC has adopted the **Declaration on Social Justice for a Fair Globalization**, the ILOs fourth Declaration since its foundation. The Declaration refers to ILS as a key element and advantage for the ILO, and one of the equally important and inseparable strategic objectives [27] through which the Decent Work Agenda is expressed.

The **TC Committee of the GB** reports to the GB, especially on how the TC policy and operational strategies have been implemented. Furthermore, the GB LILS Committee has provided guidance on how to improve the impact of international labour standards through TC [28]. The **ILO Technical Cooperation Manual** is the practical guiding document for planning, implementing and evaluating TC within the Office. The Evaluation Unit (EVAL) has developed guidelines for evaluation of TC projects as well as DWCPs, and should always be consulted when preparing for an evaluation.

In order to make better use of the current opportunities offered by the aid architecture and ultimately to improve the impact of ILS, **NORMES** has developed a Strategy [29] on how to work through technical cooperation. This Strategy was approved by the **LILS Committee** of the GB in November 2007 and provides the main guidance for the implementation of the strategy on technical cooperation as means to improve the impact of the standards system.

The Strategy stipulates both the development of specific TC interventions as well as the mainstreaming of ILS in broader TC strategies and programmes as key elements. This is in accordance with the human rights-based approach to development and, along with social dialogue, constitutes the main comparative advantage of the ILO vis-à-vis

---

27 The other three being promotion of employment, social protection, and social dialogue/tripartism.

28 GB.300/LILS/6 "*Improvements in the standards-related activities of the ILO: Possible approaches and an interim plan of action to enhance the impact of the standards system*"

29 ibid

other development partners.

Some of the major issues addressed in the Strategy are:

- Identification of priorities for TC
- Mainstreaming within the ILO's broader technical cooperation activities (including those of technical departments)
- Mainstreaming in DWCPs
- Development of specific TC projects from the country-level
- Mainstreaming beyond the ILO, including in the CCAs, UNDAFs, PRSPs and other major development initiatives.
- Development of large-scale TC programmes to address thematic priorities.

Each of these elements will be further explored in the following sections.

3.1 Identifying the priorities for technical cooperation

The Strategy stipulates that the conclusions of the Cartier Working Party and the comments of the supervisory bodies will be the major sources of information for the identification of priorities for the promotion and implementation of ILS.

Thematically, focus should be on the **promotion of the priority Conventions**:

C 81: Labour Inspection Convention, 1947

C 122: Employment Policy Convention, 1964

C 129: Labour Inspection (Agriculture) Convention, 1969

C 144: Tripartite Consultation (International Labour Standards) Convention, 1976

In addition, the work should focus on the **most recently adopted standards**:

C 185: Seafarers' Identity Documents Convention, 2003

C 187: Promotional Framework for Occupational Safety and Health Convention, 2006

Maritime Labour Convention, 2006

C 188: Work in Fishing Convention, 2007

These priorities can be addressed thematically at a global scale through TC interventions initiated from NORMES (e.g. research, training materials and courses, good practice guidance) or in the context of DWCPs at the country-level. In addition, there will often be a number of country-specific needs and priorities, identified by the constituents and/or through the supervisory bodies, which need to be addressed at the country-level. In order to feed into the dialogue with constituents regarding the priorities for DWCPs, it is crucial that the relevant information is communicated in a proactive and timely manner.

To this end, NORMES has decided to draft **country profiles**, initially on a number of priority countries and eventually on all member States. These country profiles will translate the global priorities set by the Governing Body at its November 2007 session into country-specific priorities, thus focusing on:

- The promotion of the conclusions of the Cartier Working Party on the ratification of up-to-date Conventions (depending on country priorities as expressed in current DWCPs and the IRIS/Strategic Management Module), and the denunciation of corresponding outdated instruments;
- The promotion of the ratification of the fundamental, priority and recent Conventions;
- The follow-up to the comments of the supervisor bodies so as to ensure the effective application of ratified Conventions.

The **NORMES regional focal points** will be responsible for preparing the country profiles in close collaboration with the NORMES coordinators. A model country profile has already been prepared for South Africa in the context of the elaboration of this country's DWCP for the current biennium and will serve as guidance.

Once these country profiles have been prepared, and appropriately adjusted based on feedback from the field standards specialists, they will serve as guidance in prioritizing standards-related activities at the country level. They will thus constitute a coherent and comprehensive plan of action to be presented to governments in view of the elaboration of the next DWCPs for the 2010-2012 biennium and will help ensure coordination between field standards specialists and headquarters.

Action point:

➢ Elaboration of country profiles

3.2 Mainstreaming in ILO's broader technical cooperation

A better and more systematic mainstreaming of ILS into the general TC of the ILO (particularly that of technical departments at headquarters) is a long-term process, which will depend on a number of factors. These factors include improved communication of the relevance and dynamics of ILS; dialogue and information-sharing with technical departments; peer review and quality assurance of TC proposal and enhanced capacity of staff. The recent PARDEV Manual on TC [30] is very comprehensive and instructive in terms of explaining these factors and, in general, giving a thorough introduction to TC. It is highly recommended that NORMES staff familiarize themselves with the Manual.

[30] as of September 2008, the TC Manual is available on the ILO Intranet.

In this regard, the successful experiences of mainstreaming gender and tripartism into partnership agreements with ILO's main donors may serve as an example for NORMES. Some key lessons learned include:

- The need to build capacity of ILO staff on how to incorporate ILS in TC;
- The need to build network with focal points, who can promote ILS in TC projects and activities;
- The need to improve knowledge and information sharing on lessons learned in the area of ILS through TC;
- The need to include reference and support to mainstreaming of ILS in partnership agreements with donors.

Action points:

➢ Organize training of ILO staff on incorporation of ILS in TC; considering both comprehensive courses with the International Training Centre in Turin but also shorter events (like "Coffee and croissant" morning information sessions) to build general capacity and understanding.

➢ Establish an ILS network with focal points, nominated by relevant units and departments.

➢ Compile lessons learned in a strategic manner and share these with the ILS network, field offices, technical departments, constituents, donors etc.

➢ Sensitise donors about ILS and how it could be included into projects and programmes (contact donor focal points in CODEV for more on partnerships with donors).

3.3 Mainstreaming into DWCPs.

Decent Work Country Programmes are the ILOs main delivery vehicle for assistance to its member states. The DWCPs encompass both regular budget activities (RB and RBTC) and technical cooperation activities funded by extra-budgetary funds (XBTC) (see section 5.1). They identify clear and focused Country Programme Priorities and set forth Country Programme Outcomes to be achieved. The programmes should be focused, resourced, planned and implemented in the regions. The social partners are key partners in the DWCP process; from initial consultations about the contents, via implementation to the final evaluation of the programme.

Often, the full application of standards at the country-level is a long-term process, which includes the steps of promotion, ratification and implementation. TC activities and assistance included in a DWCP to support this process could include the following type of activities:

- **Promotion:** Studies, research, and data gathering, training, exchange of experiences and best practices

- **Ratification:** Legal technical assistance, institutional capacity-building, training
- **Application:** Technical assistance and legal advice, strengthening of data collection and reporting capacity, information sharing and dissemination, training and capacity-building, compilation of lessons learned and best practices.

The standards specialists in the field have a crucial role to play in the preparation of DWCPs, to ensure that ILS are adequately addressed throughout the process of problem and context analysis, identification of priorities, definition of outcomes and outputs, implementation as well as monitoring and evaluation. Key input are provided through the country profiles that summarises the needs and priorities identified through the supervisory bodies, as well as the priorities identified for the TC Strategy and the priorities and needs expressed by the constituents at the country level.

The preparation of DWCPs also includes an appraisal process carried out by the Regional DWCP Support Groups. The support groups include staff from all ILO departments, including NORMES, and the purpose is to appraise the DWCP document according to a selected number of criteria as set forth in the **DWCP Quality Assurance Framework matrix**. One of the golden rules of the PARDEV Manual on TC is that Quality Assurance must be incorporated from the very beginning of the project design, thus making it an essential tool in the process of mainstreaming into the general DWCP project cycle.

The first-generation Quality Assurance matrix made no specific reference to ILS, so NORMES engaged in an ongoing dialogue to strengthen the focus on inclusion of ILS in the revised matrix.

The aim is that, once DWCP priorities have been established, the Quality Assurance Mechanism should ensure that all relevant standards are taken into account, and that the budget envisions activities related to:

- Promotion of the ratification of up-to-date standards related to a DWCP priority;
- Promotion of the application of a ratified standards;
- If relevant, promotion of the denunciation of out-of-date standards relating to a DWCP priority, and ratifying the related up-to-date conventions;
- Ensuring tripartite consultation on newly adopted conventions;
- Ensuring adequate reporting on a ratified convention, including input from social partners;
- Response to the supervisory bodies comments, including revisions of law and practice;
- Strengthening social partners' capacity to constructively use complaints procedures

In parallel, NORMES is working to insert further guidance on the importance of incorporating standards into DWCPs into the "**Bringing Focus to ILO country-level Contributions: A Guidebook for Developing and Implementing Decent Work Country Programmes**". The latest edition which was officially posted on the ILO Intranet in July 2008 has already increased the focus on standards within DWCPs; underlining the

importance of standards as a cornerstone in DWCP best practices. Expanding this to an ILS section in future editions of the Guidebook will serve the purpose of inciting member States to further the integration of standards as a DWCP priority.

Another crucial process to ensure the mainstreaming of standards in DWCPs is the linking of resources between HQ and field offices in the IRIS system, through the Strategic **Management Module** (SMM). NORMES is in the process of building a pro-active strategy to ensure that ILS are appropriately reflected in the SSM – and thus in the DWCPs. However, NORMES has also identified a series of constraints in this regards:

Firstly, NORMES does not have large resources to commit to TC, given that the largest part of its resources has to be allocated to the preparation of the reports of the various supervisory bodies, i.e. the Conference Committee, the Committee of Experts and the Committee on Freedom of Association. Secondly, NORMES activities in the field are often triggered by comments of the supervisory bodies in the course of the biennium which are difficult to predict at the outset. Thus, NORMES necessitates a high level of flexibility in its programming. Finally, it is also clear that, although standards underlie the work of the ILO as a whole and constitute an essential pillar of Decent Work, member States tend to overlook standards in establishing their priorities under the DWCPs.

The status with regards to inclusion of ILS in the SMM, as of September 2008, is as follows:

For the **current biennium 2008-9**, an effort has been made to ensure that the field structure has taken into account as much as possible the need to introduce reference to the NORMES objectives in the SMM, so as to make it possible for NORMES to link its planned activities to the current DWCPs. Links to NORMES have been introduced in several DWCPs. This will enable NORMES, as of this biennium, to reflect a series of activities under country DWCPs.

In addition, and pursuant to discussions within the high-level management team, PROGRAM has suggested creating a **Priority Series number** (825). This "pre-defined country priority" constitutes a heading, which will appear automatically in all country DWCPs and which will incorporate all standards-related activities. Its aim is to reflect the promotion and applicaiton of ILS in all DWCPs, in case standards have not already been taken into account and incorporated. This provision thus functions as a security net. Work has started on defining the title and other elements of this priority series number.

An important issue to highlight is that although the main focus of the SMM is country-based, the products or outputs created at headquarters can be reflected in the SMM under what is known as "**Global products**". In

the case of NORMES, global products help reflect the numerous NORMES outputs produced at headquarters. Thus, for the current biennium, a "global product" was created to ensure that where NORMES are not reflected or not appropriately reflected in country DWCPs, the relevant activities can be reflected under the global product. The latter has been defined in a rather wide sense so as to reflect the NORMES strategy defined by the GB at its November 2007 session. It comprises the promotion of the Cartier Working Party conclusions, the promotion of ratification of the fundamental, priority and recent Conventions, the promotion of compliance with reporting obligations and the follow-up to the recommendations of the supervisory bodies, to ensure the application of ratified conventions.

Action points:

- In order to ensure that the promotion and application of ILS are adequately included in the DWCP from the outset, standards specialists must fully participate in the analysis and definition of priorities, outcomes and outputs. The Country Profiles constitute a fundamental tool in this regard.
- A specific reference to ILS as an appraisal element should be included in the quality assurance framework matrix for DWCPs.
- The section on the inclusion of ILS should be further strengthened in the next editions of "*Bringing Focus to ILO country-level Contributions: A Guidebook for Developing and Implementing Decent Work Country Programmes*".
- NORMES staff should receive training on the dynamics of the priority-setting and resource-linking through the SMM and efforts should continue (with PROGRAM) to better reflect ILS in the global and country-specific priorities and products.

3.4 Technical cooperation projects initiated from the country-level.

The Strategy also envisages that specific longer-term TC projects, focusing on support to the promotion and full application of ILS in a given country could be developed from the country-level. Such projects should be an integral part of the DWCP, as well as of the broader development context of a given country (UNDAF, PRSP etc)

Such TC projects could focus on the promotion of a particular Convention, assist the constituents in responding adequately to comments from the supervisory bodies, build capacity of constituents for application and reporting on ILS, among others. The priorities for such projects would be identified through the country profiles and through the dialogue with the constituents at the country-level.

Resources for such projects would typically be raised through local resource mobilisation (see section 4.3). The field ILS specialists would have a crucial role to play in this, and should be provided with the necessary assistance and resource to undertake the task.

In terms of project design, the PARDEV TC Manual includes standards as one of the central points in the TC Appraisal Check List.

Action points:

- Development of country-specific TC proposals to promote and apply ILS
- Capacity-building and resource allocation for NORMES field specialists

Lessons learned from technical cooperation

Initiative in Lebanon to improve the situation of women migrant domestic workers

The regional office in Beirut (ROAS) has conducted an awareness raising workshop on the situation of women migrant domestic workers in Lebanon. The workshop was a joint initiative together with the Ministry of Labour, United Nations Development Fund for Women (UNIFEM), the Office of the High Commissioner for Human Rights (OHCHR) and other stakeholders. The workshop provided a national forum to discuss the situation of the women migrant workers and also to start preparing for an action plan for the protection of this group of marginalized workers. The initial dialogue, which commenced with the workshop, enabled the Prime Minister of Lebanon to establish a National Steering Committee on the situation of women migrant workers. The Committee received technical advice and support from ROAS and OHCHR in drafting a new law, which includes domestic workers, as well as a draft for a unified contract and an awareness raising guide on the rights and duties of women migrant domestic workers. The work on women migrant domestic workers has proven ILO's competence in the area and has allowed ROAS to carry out a study on care economy in Lebanon.

The regional office in Beirut has partnered both with the Government and other development actors in Lebanon. The work with workshops, drafting of new laws and dissemination of materials has led to a fruitful dialogue, which may result in the ratification of C.156. The promotional work has included different elements and has built upon already existing material and also new guides and tools.

The funding for this initiative was mainly derived from internal funds. Some funds were also provided by UNIFEM and by the Italian government, which has provided an Associate Expert. This initiative may lead to a longer-term technical cooperation project.

3.5 Mainstreaming beyond the ILO

In an **external environment** it is important to take every opportunity to promote the inclusion of ILS in development cooperation policies, processes and programmes such as PRSPs, UNDAFs, JAS etc. Effective mainstreaming of standards also implies considering the Triennial Comprehensive Policy Review of operational activities for development of the UN system [31] (TCPR), which is based on the policy orientations provided by the General Assembly on emerging issues and system-wide concerns [32].

Active participation in these processes is technically demanding and time-consuming, but is needed in the current development context framed by the Paris/Rome Declarations, and recently underpinned by the Accra Agenda for Action.

One key element in this regard is to encourage and empower the **social partners** to participate in the consultation processes for PRSPs and/or UNDAFs and to raise the issue of ILS. The full application of a certain ILS can, inter alia, be an indicator in a PRSP and/or an outcome in the UNDAF matrix.

Attention should also be given to the **civil society** such as NGOs, consumer groups, student associations etc. that are interested in learning more about ILS and their importance in a global socio-economic context. Lobby groups for fair trade and similar issues have an important role to play by putting pressure on parliamentarians and governments.

Finally, the more technical steps of the major national programming processes may provide opportunities for the ILO to participate and make sure that ILS are adequately addressed (for example in technical missions to define SWAps, JAS etc.).

Action points:

- Dissemination of the Country Profiles and orientation sessions on ILS to the larger development community/UNCT of a given country.
- Build capacity of ILO social partners to participate and promote ILS in the CCA/UNDAF, PRSP and other major development processes at the national level.
- Ensure that the ILS-related needs and priorities identified in the DWCPs are adequately reflected in the CCA/UNDAFs, PRSPs etc.

---

31 The last TCPR is from May 2007 and can be found here: http://www.undg.org/index.cfm?P=34

32 In brief, the TCPR offers an integrated, long-term perspective on the role of UN development assistance, and input to the TCPR includes country-level evaluations by the UN Secretariat on the impact of operational activities, as well as in-depth examinations on certain thematic issues provided by ECOSOC.

3.6 Technical cooperation projects focusing on thematic priorities

The Strategy foresees that NORMES should engage in the development of one or several large-scale thematic TC projects in order to respond to needs and demands for the promotion, ratification and implementation of standards, shared across countries or regions.

Such TC activities could promote a single Convention, address a specific target group (such as judges or the social partners) or build capacity of constituents to apply the ratified Conventions and report to the supervisory bodies on the measures taken to this effect in law and practice. The combination of thematic and geographical focus of the supervisory bodies assists in identifying gaps, needs and priorities for this type of interventions.

Activities that could be part of a TC project would for example be research, development of training material and training activities, compilation and dissemination of good practices, exposure visits, and development of websites and on-line resources.

This type of interventions should be initiated and coordinated from NORMES. The required resources would most probably be sought in the context of partnership agreements with multi-bilateral donors (see section 4.4 and 4.6). NORMES should closely collaborate and coordinate with PARDEV and, for example participate in annual donor meetings as an observer in order to identify opportunities.

Action points:

- Development of thematic TC projects for resource mobilization
- Development of a resource mobilisation strategy with PARDEV in order to present and discuss the issue of ILS and TC to the donor community.

Lessons learned from technical cooperation activities

The Programme to Promote ILO Convention No. 169 (PRO 169)

PRO 169 (primarily funded by the Governments of Denmark, Spain, Norway and the EC) is a major TC programme, based within NORMES. It focuses on the promotion and implementation of Convention No. 169 and other ILS of relevance to indigenous and tribal peoples. This pragmatic approach allows the programme to go beyond countries that have ratified Convention No. 169 and work on a broad range of issues pertaining to indigenous peoples in Africa, Asia and Latin America.

The Programme works in close coordination with the Standards Specialists in the field and with the Equality Team, which undertake the supervision of ILO Conventions No. 107, 169 and 111. The programme is increasingly focusing on assisting the implementation of indigenous peoples'

rights in Nepal and Latin American countries that have ratified Convention No. 169 but where implementation gaps and challenges have been identified by the supervisory bodies. The Pro 169 Team and the Equality Team have undertaken a number of joint research and training activities, seminars and publications that clearly illustrate the complementarity of supervision and TC. One example is the recent joint publication of a Guide on the use of Convention No. 111, as a tool to promote and protect indigenous peoples' rights. The Equality Team and PRO 169 have also jointly organised an Internal Advisory Group on indigenous issues that brings together a number of ILO units and departments to coordinate and explore synergies.

The relevance of the assistance provided by the ILO on indigenous issues has been confirmed by the enormous increase in requests for assistance, including from donors and development partners that are requesting training of their staff in rights-based approaches, linked to Convention No. 169.

Another major result has been the ratification of ILO Convention No. 169 by Nepal in September 2007 after several years of concerted promotional efforts, undertaken jointly by the concerned field specialist and PRO 169. In Nepal, the Convention provides a comprehensive legal basis for the inclusion of the rights of indigenous peoples in the restructuring of the state and in development and poverty reduction policies, including the PRSP of the country.

One of the strengths of PRO 169 is its long-term perspective, acknowledging that the promotion, ratification and implementation of ILS are long-term processes with profound implications at the national level. Another strength of the programme is its strong thematic focus, which allows it to work, generate experiences and draw lessons learned across countries and regions. The achievements of the programme have also served as a showcase to raise additional funds from donors. In January 2007, Spain ratified ILO Convention No. 169 in order to base its technical cooperation policy in support of indigenous peoples on the Convention and Spain and the ILO have recently (September 2008) finalised an agreement for large-scale Spanish support to PRO 169.

3.7 The role of the International Training Centre in Turin

The Turin Centre provides training and related services that develop human resources and institutional capacities. Training and capacity building are complementary tools needed to ensure the success of the overall strategy to improve the impact of the ILO's standards system.

In order to achieve decent work, these tools must promote the ratification and effective implementation of ILS. The collaboration with the International Training Centre (ITC) in Turin should be directed at facilitating the implementation of a training programme that **combines technical expertise and active training methods concerning ILS**.

Each ILS training activity has an impact on the overall Office strategy for improving standard-setting activities. Technical cooperation is essential to the promotion of standards. The integration of training into technical cooperation contributes to better promoting and better enforcing standards, strengthening the supervisory system and increasing the visibility of standards.

A detailed analysis of training needs based on the **country profiles** developed by NORMES and its integration into the "Decent Work Country Programmes," coupled with constant consultation with NORMES, field standards specialists and other Headquarters technical departments, plays a crucial role in ensuring consistency with the overall action of the Office and the proper use of available resources.

The training component of technical cooperation projects can take four main forms:

1. Participation of key actors in interregional or regional training activities (residential or distance) held each year.
2. Sub-regional or national training activities relevant to specific technical cooperation objectives.
3. Design and publication of training and information material.
4. Development and management of virtual platforms for e-learning, online technical assistance and networking.

With regard to target groups, priority will always be given to tripartite constituents. However, reaching a wider audience, including judges, lawyers, parliamentarians, journalists, staff of other UN agencies, international financial institutions and NGOs, might add significant value to the Office's overall ILS strategy.

The Turin Centre can also contribute by strengthening the general capacity of ILO staff to better incorporate ILS into technical cooperation, in particular that of NORMES staff concerning resource mobilization and the project cycle.

Action points:

- set up a **system for continuous consultation** with NORMES' regional focal points on country profiles;
- write an **information note** to facilitate the integration of training and capacity building concerning ILS into technical cooperation targeting technical departments and specialists, at both HQ and field level, and including technical cooperation staff.[33];

[33] The list of standards-related training materials published by the Turin Centre and available for use in training activities within technical cooperation projects includes: Guide to International Labour Standards, International Labour Standards Procedures: Role-play Training Materials, Training Materials for a Global Alliance against Forced Labour, Practical Guide to Child Labour Reporting.

- provide training for ILO staff (HQ and field) and key stakeholders in the **integration of ILS into TC**;
- design and implement a training curriculum for NORMES staff (HQ and field) on **resource mobilization and project cycle management**;
- **induction training** for ILO staff in ILS.

ITC good practice concerning ILS and technical cooperation:

The case of ILS reporting: child labour Conventions Nos. 138 and 182

In 1973 the ILO adopted Convention No. 138 on the minimum age. In 1992, the ILO adopted Convention No. 182 on the worst forms of child labour, since when it has received a significant number of ratifications: 169 by September 2008. This also boosted the ratifications received by Convention No. 138, which have doubled in recent years to reach 150 by September 2008. During the last decade, the ILO, through its IPEC programme, has also made a massive effort to combat child labour.

In order to help ILO constituents meet their obligations vis-à-vis these two Conventions, the ITC-ILO, NORMES and IPEC have jointly developed a practical guide to child labour reporting (Conventions Nos. 138 and 182), together with a curriculum. As a result, since 2005 the ITC-ILO, in partnership with IPEC and NORMES, has offered regular courses on child labour reporting. In addition, this training package has been promoted among technical cooperation projects, resulting in a significant number of training activities on child labour reporting at the sub-regional and national levels.

Today, thanks in part to TC resources, the practical guide to child labour reporting is available in English, French, Spanish, Turkish, Arabic, Portuguese, Romanian, Ukrainian and Russian.

The case of international financial institutions: training of European Investment Bank staff concerning core labour Conventions

In 2007, consultations took place between the ITC-ILO and the European Investment Bank (EIB). Their purpose was to assess how the ITC-ILO could support the Bank in its efforts to strengthen the capacity of its staff in the Projects Directorate to implement the Bank's policy of promoting sustainable development through its investment lending in countries outside the European Union (EU). These consultations led to a pilot activity in October 2007: a workshop on "Awareness-raising on core ILS for European Investment Bank staff".

The objectives of the workshop were:

1) to introduce the staff of Sustainable Development Unit (SDU) of the Projects Directorate of the Bank both to the work of the ITC-ILO and to:

i) the ILO, the ILS system, including the supervisory machinery and the ILO's core labour standards;

ii) how country information on the application of core labour standards can be accessed through ILO databases and field offices;

2) to discuss checklists for the assessment of projects' compliance with ILO core labour standards.

Following this pilot activity, the EIB has asked the ITC-ILO to organize a second workshop and produce checklists on core labour standards. ITC will draw up the checklists in consultation with NORMES.

4 Resources, partnerships and donors

This section will present the ILO resource mobilization strategy and trends within resource mobilization and provide an overview of donors and different cooperation modalities.

The ILO is working with a large number of different donors, including governments, multilateral organisations, IFIs and the private sector. A number of different arrangements exist with the donors, ranging from one-off collaborations and agreement on a certain project or activity to large, multi-annual frameworks, which provide support for the implementation of DWCPs.

The Department for Partnerships and Development Cooperation (**PARDEV**), and its branch **CODEV** (Development Cooperation Branch), are the focal points in the Office for all issues regarding donor relations and resource mobilization. They serve as the main channels for official communication and reporting to/from the donor community. CODEV also organizes annual meetings with the donors where all concerned departments and units are invited to discuss and share experiences with the donor about the implementation of the project/programme. The work of the resource mobilization unit of CODEV is guided by the ILO resource mobilization strategy.

➢ Resource mobilization is not an end in itself. It should be seen as an integrated and coherent part of the execution of ILO's constitutional mandate. Resource mobilization is a joint responsibility of the whole Office, but should always be coordinated with CODEV.

4.1 Overview of ILO sources of funding

The ILO's technical cooperation programme is funded both by regular budget (RBTC) and extra-budgetary resources (XBTC). The separation of the two sources of funds for the same purpose is outdated and an integration of the two funding sources is a priority in the Strategic Policy Framework 2006-2009, and was also underlined in the 2006 ILC conclusions on technical cooperation. The introduction of **Decent Work Country Programmes** further strengthens the links and coherence between interventions funded by regular and extra-budgetary resources. A DWCP normally comprises elements funded by XBTC as well as RBTC.

In 2007, the Director General proposed to establish a **Regular Budget Supplementary Account** (RBSA) for voluntary contributions with the purpose to expand and deepen the capacity to deliver on the priorities set forth in the ILO Program and Budget 2008-09 and, in particular, the implementation of DWCPs. The RBSA is a way of addressing the resource gap without creating obligations on the member StatesThe amount pledged and received for RBSA amounts to approximately US$ 45 million.

Different funding sources for ILO's technical cooperation programme as per the reporting to the Technical Cooperation committee of the Governing Body

Name	General dtab têtetièreescription	Expenditure 2006 (US$ '000) and per cent of total expenditure
Multi-bi donors	Traditional donor countries such as the governments of the United States, the Netherlands and the United Kingdom.	134,835 (80%)
Direct Trust Funds	Direct Trust Funds projects are funded by the beneficiary government of a country.	3,829 (2.3%)
Non-state Actors	Legal entities that are neither intergovernmental nor governmental in nature; private or public associations, foundations and corporations, trade unions, employer's organizations, inter-national or local non-governmental organizations (NGOs) etc	2,486 (1.5%)
International Financial Institutions (IFIs)	The World Bank, regional development banks and the International Monetary Fund (IMF)	908 (0.5%)
UN system	Funding from other UN agency, typically the UNDP.	13,696 (8.1%)
Other intergovernmental organizations	Includes mainly funding from the European Union.	5,677 (3.4%)
RBTC	TC funding from the regular budget	7,151 (4.2%)
	Total expenditure	**168,582**

In 2006, new extra-budgetary approvals totalled US$ 243 million, which represents an all-time record in annual voluntary contributions pledged to the ILO. The expenditures during the same year amounted to approximately US$ 169 million. The largest share went to funding of projects and programmes on Standards and Fundamental Principles and Rights (46%) according to the following distribution:

ILO Technical Cooperation expenditure in 2006, by operational outcome and source of funds (excluding administrative expenditures) (in USD'000)

1. Standards and fundamental principles and rights at work	RBTC	XBTC	Total
Fundamental principles and rights at work			
Improved implementation of FPRW	406	8 799	9 205
Targeted action against child labour	58	65 848	65 905
Normative action			
Improving the impact of standards	367	1 692	2 059
Total expenditure	**831**	**76 339**	**77 170**

Among the regions, the Asia and the Pacific accounted for the largest expenditures, namely 32%[34].

Technical cooperation programmes undertaken by NORMES:

In terms of technical cooperation activities that are actively promoting ILS and which are coded with "NORMES" as the technical field in IRIS/Oracle Grants Accounting module, there are currently only 15 ongoing projects. The smallest project is the "*The economic dynamics of international labour standards*", funded by the Ministry of Social Affairs in the Netherlands with a budget of US$ 57,262. The largest project is *Promoción y aplicación de los derechos de los pueblos indígenas (PRO 169)* with a total budget of Euros 4,500,000 funded by Spain. For a complete list of ongoing projects implemented by NORMES, please refer to Annex 2.

[34] GB 300/TC/1 "*The ILO's technical cooperation programme 2006-07*"

4.2 The ILO resource mobilization strategy

In order to meet the challenges faced in resource mobilization and to work in a structured and coherent manner, a resource mobilization strategy was adopted by the Governing Body session in November 2004 [35]. The strategy includes, but is not limited to the following broad lines:

(a) Promoting multi-annual partnerships with donor agencies consistent with the ILO's own cycles and priorities;

(b) Upgrading the capacity of ILO field offices to mobilize local resources;

(c) Streamlining internal priority setting mechanisms;

(d) Facilitating greater coordination among ILO donors; and

(e) Developing incentives for promoting tripartism and specific proposals tailored to employers' and workers' organisations.

In practical and actual terms this encompasses the following:

a) The Office is actively promoting **multi-annual partnership agreements** in dialogue with its donors in order to enhance the effectiveness of partnership mechanisms, to allow for greater impact and strengthen the relevance to ILO strategic objectives, mainstreamed strategies and DWCP priorities. Agreements exist with the UK, Netherlands, Denmark, Ireland, Germany and Sweden etc. Additionally, the Office is currently in concrete negotiations with the Governments of Spain and Italy on entering into more structured partnership agreements.

b) CODEV has prepared guidelines and a toolkit on **local resource mobilization**. The guidelines are posted on the Intranet and workshops for ILO (including NORMES) staff, both at HQ and from the regions have been organized at the Turin Centre.

c) Regarding **streamlined internal priority setting mechanisms**, PARDEV is trying to apply consistent criteria for prioritizing proposals for donor submission, including quality of design, relevance to ILO strategic and mainstreamed objectives, relevance to DWCP, UNDAF and national development priorities and evidence of constituents' demand.

d) In order to improve coordination and enhance **ILO's dialogue with its main donors**, two informal donor meetings have been arranged in 2006 and 2007respectively, while one meeting has already taken place in 2008 and a two-day meeting is scheduled for October 2008. The meetings have constituted a forum for discussions concerning the link between TC projects and DWCPs, the quest for greater harmonization among donors regarding reporting requirements, alignment of partnership agreements with ILOs programming cycles and the UN reform. It is foreseen that such donor meetings will be convened periodically.

---

[35] GB.291/TC/1 "*The ILO's technical cooperation programme, 2003-04*"

e) When new partnership arrangements are being worked out, CODEV is pursuing that a special allocation should be set aside to build employers' and workers' organizations' capacity and to mainstream social partners' concerns. In addition, through the appraisal procedure of all new projects/programmes, proposals will be screened in relation to the mainstreaming of **tripartism**.

➢ So far, no systematic mechanisms for screening of partnership arrangements and proposals have been established to ensure that ILS are adequately addressed. This, however, will be a key element in the implementation of NORMES future strategy to improve the impact of standards.

4.3 Resource mobilization trends

As a result of the new development cooperation modalities as described in Section 2, the resource mobilization landscape is also changing. The general strive for **efficiency and accountability** has implied that extra-budgetary funding to international agencies is increasingly linked to assessment of the agencies' effectiveness and commitment to policy coherence.

In line with the Paris Declaration, many bilateral donors have decentralised their decision making authorities and funding decisions to their field offices. Opportunities for **local resource mobilization** therefore exist and should be pursued, also for ILS-related projects and programmes. However, the trend towards budget support has, in some countries, hampered the possibilities for resource mobilization from local donor representatives.

In many countries, the donors have also divided the sectors where they provide support between themselves and appointed "lead donors" that are managing the relations with the government and the funds on behalf of the others. It is thus important to know and understand how the donor community is organized and works. Other key features of locally developed interventions are that the project/programme is clearly anchored in DWCPs, national development strategies and plans, and/or UNDAF. Furthermore, a clear demand from the constituents should be identified. In addition, it is important that the ILO has a proven "track record" in that specific country and has a good reputation of being a solid partner that is able to deliver on its projects.

In countries where the ILO is not well known, the ILO field office has to work thoroughly and consistently in nurturing donor contacts. That may include inviting donors to seminars, workshops and presentations on different programmes and policies and present case studies from earlier projects in order for the donor to get an understanding of the Decent Work agenda and ILO's work at the local level. This should be done before a discussion on possible funding is initiated. If funds are received and a project/programme is supported, it is important to keep the local donor informed about the progress of the project. For more information, hints and tips on local resource mobilization please refer to the local resource mobilization toolkit as posted on the CODEV website.

4.4 Donor categories

In general, the different donors and cooperation modalities that the ILO is working with can be divided into the following categories:

- ***Multi-bilateral donors***

Donors such as the Government of the United States, the Netherlands, UK, Denmark, Norway, Sweden, Spain and the EC are the major cooperating partners to the ILO. Extra-budgetary funding to ILO is mainly allocated by the Foreign Ministries or development agencies in these countries. As the traditional governmental interlocutor for the ILO is the Ministry of Labour (or similar), the work and the policies of the ILO is sometimes not well known by the development agencies of the government. Therefore, the ILO has to sensitize and inform about its work beyond the normal ILO circles that are attending the GB and are well conversed with the Decent Work agenda. Some of the bilateral donors allocate their funding only at the central level while others have decentralized some of the decision making to field offices and Embassies at the local level. Some donors apply both approaches.

- ***United Nations System and the UNDP***

While the role of UNDP as a direct donor to the ILO has declined, it plays a central role in country-level coordination and resource mobilization. This role is being further strengthened as a result of efforts to enhance coherence and joint action. A very significant development for the ILO in the context of UN reform and "Delivering as One" is the partnership agreement with the UNDP, signed in February 2007. The partnership, which is aimed at strengthening the Decent Work Agenda in UN programmes, is not conceived as a memorandum of understanding, but rather expresses a strong commitment from each organization to actively seek opportunities for enhanced collaboration at all levels by leveraging the relative strengths and competencies of each organization

In the "One UN" pilot countries, a number of donors have supported the establishment of a pooled funding mechanism in the form of multi-donor trust funds, where resources are linked directly to the one programme and one plan, although the specific arrangements vary from one pilot country to another. The ILO supports efforts to link funding more directly to needs and priorities identified at the country level, and is closely following the specific arrangements being put in place for the participation of the specialized agencies in the priority-setting process, and the subsequent allocation of funds across agencies and thematic priorities.

- ***The European Union***

The European Union is a major global player in international development assistance. The executive arm of the EU, the European Commission, is divided into several Directorate-Generals responsible for the different dimensions of the EU's development programmes. There is a strategic partnership agreement signed between

the European Commission and the ILO, which focuses on five priority areas, among them the promotion of Core Labour Standards, with a special focus on child labour and education. The EU has a complicated administrative framework and always demands cost-sharing on the projects that they are funding. Despite the administrative hurdles, the EU has become one of the major cooperating partners to the ILO, and in 2007 it became the number one donor with a total allocation of US$ 65 million. In conclusion, its potential as a donor to ILS activities should not be neglected.

- ***International Financial Institutions (IFIs)***

The ILO is increasingly working with the World Bank and the regional banks. Although collaboration with the regional banks is still quite limited, and has been hampered by non-compatible administrative rules and regulations, the examples of cooperation are increasing. An example of such progress is the Asian Development Bank's focus on core labour standards in a recent joint publication with the ILO[36].

In terms of fundraising and collaboration with the regional banks, there are two main approaches:

– Direct bidding (please refer to next section on modalities)
– Work with the constituents to secure ILO involvement in regional bank-funded activities

The International Finance Corporation (IFC), that supports private sector development and is a member of the World Bank Group, has decided to make adherence to core labour standards a condition for future lending. This commitment is a positive development, which the Office should be able to capitalize on. Hitherto, the ILO and the IFC have engaged in one joint programme; the Better Work programme[37].

- ***Non-state Actors/Public-Private Partnerships***

The TC committee of the GB session in March 2008 discussed public-private partnerships (PPP) and the office was asked to develop operational guidelines for collaboration with the private sector.

The GB document GB.301/TC/1 defines PPP as follows:

"Public–private partnerships are voluntary and collaborative relationships among various actors in both public (State) and private (non-State) sectors, in which all participants agree to work together to achieve a common goal or undertake specific tasks. Partnerships may serve various purposes, including advancing a cause, to implement normative standards or codes of conduct, or to share and coordinate resources and expertise. They may consist of a specific single activity, or may evolve into a set of actions or even an enduring alliance, building consensus and ownership with each collaborating organization and its stakeholders. While they vary considerably, such partnerships are

---

36 "*Core Labour Standards Handbook*", 2006. http://www.adb.org/Documents/Handbooks/Core-Labor-Standards/default.asp

37 www.betterwork.org

typically established as structured cooperative efforts with a sharing of responsibilities as well as expertise, resources and other benefits [38]".

It should be noted that the ILO has so far only engaged in a limited number of PPPs and that those have been on an ad-hoc basis. Some of the projects which have received funding from private sources include the IPEC West Africa Cocoa/Agriculture Project, and the Better Factories Cambodia Programme. However, in November 2007, the ILO signed a landmark agreement worth US$34 million on a micro insurance innovation facility with the Bill and Melinda Gates Foundation. This agreement shows that there is clearly an opportunity for increased funding from private sources.

For more information about different donors and resource mobilization opportunities, please refer to the CODEV intranet site.

4.5 Main cooperation modalities

The collaboration with various donors in a variety of situations also implies a diversity of cooperation modalities:

- *Multi-annual framework agreements.* Based on a programme approach, the donor approves an overall allocation for the ILO over a period of time, usually one to four years. The donor and the ILO agree on a set of thematic and geographic criteria based on the donor's own priorities and on this basis, the donor approves individual projects. This approach allows the Office to plan and manage its technical cooperation activities on a more solid and reliable basis, although it precludes providing technical assistance to countries and target groups outside the thematic priorities and time frame agreed upon with each donor. CODEV informs the rest of the Office when such a framework is under preparation in order to prepare and submit project proposals in support of DWCPs.
- *Submission of individual project proposals.* Proposals submitted by the ILO are approved by the donor on a case-by-case basis. While this modality provides for flexibility to accommodate new demands and proposals as they are generated, the outcome of individual submissions remains uncertain, negotiations are usually time-consuming and transaction costs are high.
- *Partnership Agreements.* Funds are earmarked for a period of time and for projects under some specified themes under which the ILO may select programmes and projects as it chooses. This arrangement gives the Office the opportunity to enhance the coherence of its technical cooperation. CODEV is the main interlocutor with the donors and informs the rest of the Office when such partnership agreement is under way.

---

[38] This definition has been derived from broadly accepted United Nations partnership definitions (see for example, *Building partnerships: Cooperation between the United Nations system and the private sector*; Jane Nelson, United Nations, Department of Public Information, 2002).

- *Competitive bidding.* ILO has participated in competitive bidding for projects funded by development banks, the EU or bilateral donor agencies. ILO's involvement in tender operations has however been sporadic, as legal and financial provisions of the funding bodies are often not compatible with ILO rules. Also, the timeframe for preparing technical and financial proposals is very short and, more importantly, the terms of reference are not necessarily compatible with ILO's approaches. Certain donors are increasingly allocating resources through competitive bidding, which means that the ILO may have greater difficulties in accessing these funds in the future.

4.6 Multi-bilateral donors interested in supporting ILS

The following table presents some of the main donors to the ILO technical cooperation programme that have indicated an interest in supporting the promotion of ILS: The table does also indicate the cooperation modality and the timeframe for partnership agreement, and indicates whether funds are allocated already for a determined set of projects, or if funds can be applied for on a project by project basis.

Please note that the table is not exhaustive and contacts should always be made with CODEV to coordinate contacts with the donors.

Donor	Partnership agreement/ framework and timeframe	Project-by-project approach	Local resource mobilization possibility	Interest in supporting ILS
Belgium Federal Government	NO	YES	YES	YES
Belgium Flanders	Trust Fund, 2001-2010	YES, within the Trust Fund	NO	YES
Canada CIDA	NO	YES	YES	YES
Canada Human Resources and Social Development	NO	YES	NO	YES
Denmark	YES, 2008-2009	YES (at the local level)	YES	YES

Donor	Partnership agreement/ framework and timeframe	Project-by-project approach	Local resource mobilization possibility	Interest in supporting ILS
European Commission	YES	YES, call for proposals, competitive bidding etc	YES	YES
Finland	NO	YES	YES	YES
France	YES, 2006-2009	YES, under the partnership agreement project proposals are being submitted	YES (especially with Agence Française de	YES
Germany	YES	YES, submission of proposals take place once per year	NO	YES
Ireland	YES, 2008-2011	NO	YES (limited)	YES
Italy	NO[39]	YES	YES (limited)	YES
Japan	NO	YES	YES (limited)	YES
Netherlands	YES, 2006-2010	YES, only with Ministry of Social Affairs (MSA)	YES	YES (with MSA)
Norway	YES, 2008-2009	YES, with NORAD	YES	YES
Spain	NO	YES	YES	YES
Sweden	YES, 2005-mid 2008[40]	YES (at the local level)	YES	YES
Switzerland	NO	YES	YES	YES

[39] Partnership agreement is in the final stages of negotiation.

[40] Pilot partnership. Negotiations for a pertnership for coming years are currently in progress.

Donor	Partnership agreement/ framework and timeframe	Project-by-project approach	Local resource mobilization possibility	Interest in supporting ILS
United Kingdom	YES, 2006-2009	YES (with technical desks at DfID and at local level)	YES	YES
United States US Department of Labour	NO	YES	NO	YES
US Agency for International Development (USAID) and US Department of State (USDOS)	NO	YES	YES (USAID)	YES
World Bank	NO	YES	YES	YES

4.7 Golden rules for donor relations

Resource mobilization and good relations with the donors are a collective responsibility for all involved in the technical cooperation programme. It should not be the sole responsibility of a few persons but rather a well-coordinated effort where interlocutors from different sectors and levels of the organization work together. Meetings between technical specialists from the ILO and their counterparts in the donor agency can be one way of initiating a partnership. However, in order to send the same message to donors it is important that CODEV is informed about meetings and contacts with donors.

In line with the Paris Declaration and the changing aid architecture there is no longer any point in preparing a project proposal at headquarters level and consequently asking CODEV to send the proposal to a number of donors hoping for funding. This approach does not work. Likewise, asking a donor for funding at the first meeting does not serve the purpose. The first meetings should establish a trustworthy relation that can lay the foundation for a partnership. If the donor shows interest in funding a project or programme, do not make promises that the Office will not be able to fulfil in order to "close the deal". Certain rules and regulations by the ILO should always be honoured, and in general it is recommendable to contact CODEV in order to receive guidance in terms of agreements and financial provisions.

5 Main steps in project design

Good project design is the key to achieving project outcomes and should be taken seriously. It is a thorough task that involves several stakeholders and consultations. The design phase can be time-consuming as there is seldom a "quick fix", which results in a well-planned project with clearly defined and achievable outcomes.

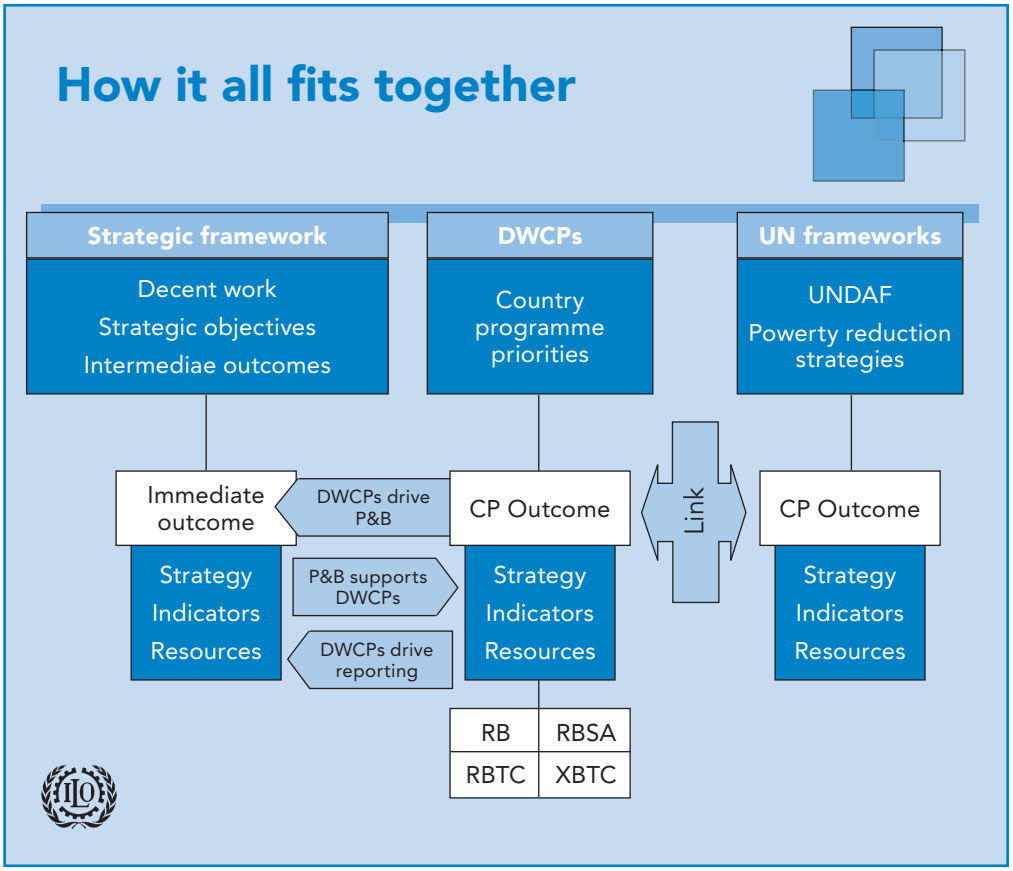
> In the ILO and according to the TC manual, a **project** is the main instrument used in the planning of extra-budgetary technical cooperation activities. It comprises interrelated and coordinated activities designed to achieve clearly defined objectives ranging from policy change to practical direct action. It contributes to solving a specific problem within a given budget and timeframe.
>
> The TC manual further defines a **programme** as a coherent time-bound framework of action to achieve precise global objectives. It may include several projects whose objectives are linked to the achievement of higher-level common objectives. It applies a multi-disciplinary approach and comprises separate sets of activities grouped under different components. It reaches across sectors and/or geographical areas.

The ILO project design methodology is based on a **logical framework approach** and is accompanied with templates and tools throughout the process. The methodology for preparing a project is in several ways the same methodology, although at a higher abstraction level, for preparing a DWCP.

The following section will mainly present to the design phase of the project cycle. For further guidance, training and advice on project cycle management please refer to PARDEV and the ILO Technical Cooperation Manual as posted on the Intranet. For evaluation issues, please refer to EVAL.

5.1 The link between technical cooperation projects and DWCPs

The first generation of DWCPs is, to a large extent, reflecting ongoing technical cooperation activities including TC projects in a certain country. Gradually, the priorities identified in consultations with the constituents will determine the priorities for TC activities in a country and will better reflect national development priorities and constituents' requirements along with needs identified through the supervisory bodies. The DWCP is a coherent programme that integrates activities carried out with different kind of funding sources; regular budget and extra-budgetary funds. A TC project or programme should at the higher level contribute to the country programme outcomes. The following picture illustrates how TC activities contribute to the DWCP outcomes:



41

41 Bringing Focus to ILO Country-level Contributions: A Guidebook for Developing and Implementing Decent Work Country Programmes, July 2008.

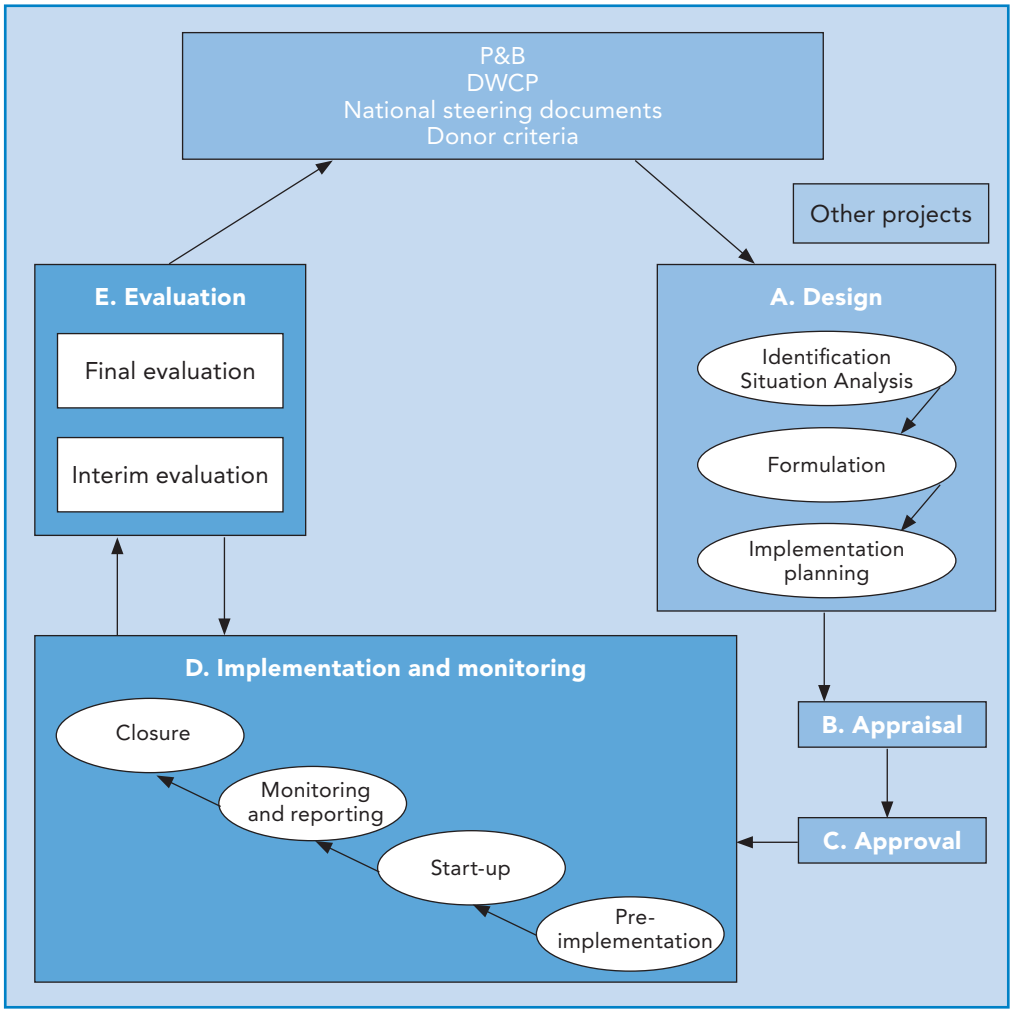
5.2 The ILO project cycle

The project cycle is a way of separating the different stages in the life-cycle of a project. The project cycle enables you to see what has to be done in a certain moment of the project as each stage leads to another. The different phases in a project cycle are interdependent and inter-related but are often, not carried out by the same person.

The project cycle describing ILO TC projects includes the following phases:

A. Design
B. Appraisal
C. Approval
D. Implementation and monitoring
E. Evaluation

The ILO's extra-budgetary technical cooperation project cycle



5.3 Project Design

The design phase includes, in general, three different sub-phases:

- Situation analysis
- Project formulation
- Implementation planning

The design phase should be carried out in close cooperation with the constituents, implementing partner (if not the same) and in some cases the donor. The design should take into account, the information coming from the supervisory bodies concerning a specific country and/or Convention as well as the priorities identified for ILS-related TC (see section 3.1). The final result of the design phase is a **project document** (PRO DOC) or a **summary project outline** (SPROUT).

In some cases, a **project concept note** (PCN) is prepared at an earlier stage. The objective of a PCN is to explore interest within the Office or among donors prior to developing a project proposal. PCNs are currently prepared in the ILO for projects funded under certain framework agreements in order to obtain early clearance from the donor on broad themes and approaches. The PCN should provide sufficient information to enable project reviewers or designers to assess and respond to the proposal and the ILO to assess the strategic fit of the proposed project.

A PCN is a short document outlining the main characteristics of a project and normally it includes information on:

- The rationale of the project and justification for action to be undertaken. This part should explain the socio-economic, legal and/or policy situation and the context leading to the project;
- The elements of the project and a strategy for addressing the problem;
- An analysis of ILO's comparative advantage in addressing the issue. This includes a brief analysis of other agencies' contribution in the field, and the rationale for ILO involvement;
- The ILO objectives (outcomes) that the project addresses and the DWCPs, to which the project contributes.

Irrespectively of the format of the project proposal, the ground rules are the same:

- A project proposal should always be relevant to DWCP and P&B outcomes and should follow the established results-based methodology [42].
- A project proposal should be firmly anchored in national strategies and development frameworks such as UNDAF, PRSPs or other relevant strategies, including responding to issues raised by the supervisory bodies.

---

[42] The ILO defines RBM as "*a management approach that directs organizational processes, resources, products and services towards the achievement of measurable results*". In practice, organizations and their managers and teams use RBM to define the desired outcomes that they want to achieve and then design the strategy or strategies that best use resources to generate those outcomes. (Bringing Focus to ILO Country-level Contributions: A Guidebook for Developing and Implementing Decent Work Country Programmes, July 2008)

- A project proposal should be consistent with ILO mainstreamed strategies and contribute to the achievement of Decent Work.

5.3.1 Situation analysis and preparation of project concept notes

The purpose of making a situation analysis is to understand the problem or constraint that the project is intended to address, to assess the context in which the project will take place, identify the stakeholders concerned and the target population and to map the institutional framework for the project.

In this regard, it is crucial that the comments arising from the supervisory bodies are included in the situational analysis and, where applicable, the Country Profiles (see section 3.1) and that identified implementation gaps are subsequently addressed in the project strategy.

It is important that all stakeholders agree on the intended outcome of the project and that there is a "buy-in" from all concerned. The ILO field offices play an important role in getting the constituents and other stakeholders involved in the design phase to ensure their commitment and interest in the implementing phase.

The **target group** has to be identified, carefully assessed and understood and there is a need to distinguish between direct recipients of the project outputs and the ultimate beneficiaries that are expected to be "better off" as a result of the project. Donors are normally particularly interested in the impact on the ultimate beneficiaries of a project. By examining the target group, gender-specific characteristics can also be identified and targeted specifically.

In addition to understanding the technical problem, one has to understand the role of the different **stakeholders** and the relationships between, in particular, the project management, the target groups, the social partners and other agencies or institutions. The analysis of these relationships results in an **institutional framework**. The institutional framework helps to further understand the environment in which the project will be implemented and can assist in sorting out the different roles and responsibilities of the various stakeholders. Especially the role of the social partners and constituents needs to be clearly spelled out in the design phase. The social partners often play more than one role in the same project and the different roles have to be separated and clear to everyone involved. For example, constituents may be providers of service (delivery agency), be the target population (recipients or ultimate beneficiaries) and/or have an oversight function (governance agency).

5.3.2 Project formulation

The project formulation phase uses the information gathered in the situation analysis and develops a logical framework, which is a tool to structure the project, the indicators and the assumptions linked to the implementation of the project.

The formulation phase is based on the understanding gained during the situation analysis, which both informs and drives the project proposal. The formulation of a project requires the following information:

a) A definition of project objectives as well as a strategy to tackle the problem;

b) An alternative analysis, which considers different strategies to achieving the objectives;

c) The development of a project planning matrix, or logical framework;

d) A definition of the indicators of achievement that can be used to monitor achievements both during and after the project period;

e) The specification of assumptions, external factors and associated risks.

When the problem has been identified, a strategy is needed to address the problem. The chosen strategy will of course depend on the situation in which the project is situated (refer to situation analysis), available resources, lessons learned of similar problems, the comparative advantage of the ILO etc. Irrespectively of which strategy that is chosen, it is important to also consider an alternative strategy in case that there are changes along the way in the project implementation.

5.3.3 Objective setting

Once the analysis has been properly carried out, the immediate objective of the project (or the project "outcome") becomes apparent. Once it is defined, the potential impact of the project can also be determined from the problem analysis.

- The "**immediate objective**" or project outcome is the specific changes that the project is expected to have brought about at the completion point, in the quality and quantity of the services provided, and/or the way in which they are delivered by the direct recipients. It should be described as a target to be achieved (results) rather than actions to be taken.
- The "**development objective of the project**", relates to the project "impact", and describes the higher (and wider) level objective to which the project aims to contribute. It should capture two concepts:
  - a) **Impact on beneficiaries (direct and indirect)** as a result of changes in the way direct recipients operate;
  - b) **Contribution to the wider and higher-level context.** This wider context is determined by policies at the national or regional level, and by the strategies and goals of the implementing and funding agencies. In the ILO, these policies are articulated in Decent Work Country Programmes (DWCPs). The development objective is anchored in the ILO's DWCP and Programme and Budget (P&B) operational outcomes and in national development strategies, such as PRSs and the MDGs, as well as in international assistance frameworks, such as the CCA/UNDAF.

5.3.4 Defining results and indicators

The ILO is committed to results-based management and it is therefore important to distinguish different levels of results: 'outputs', 'outcomes' and 'impacts'. The product of this step is the specification of:

- **Outputs:** The results of project activities, i.e., the services or products the project is responsible for delivering.
- **Outcomes:** The immediate results of the outputs (products and services), either after their adoption by the direct recipients or after they have affected the livelihoods and position of the ultimate beneficiaries.
- **Impacts:** The long-term results, on direct recipients and ultimate beneficiaries, of the outcomes (product and services) provided both directly by the project and through the direct recipients.
- **Activities:** Tasks to be undertaken in order to achieve the expected outputs

Measurable and verifiable indicators have to be defined separately for outcomes linked to the immediate objective(s). Indicators reflect the project logic.

There are no absolute principles about what makes a good indicator. However, they must be measurable, and sensitive to changes in activity levels. A useful way of evaluating the appropriateness of indicators is to check that they are SMART.

SMART indicators are:

- **Specific:** Key indicators need to be specific and relate to the conditions the project seeks to change. Cement delivered to a site is not a good indicator of the number of houses constructed.
- **Measurable:** Either numerically or in terms of ranking or preferences. Quantifiable indicators are preferred because they are precise, can be aggregated and allow further statistical analysis of the data. However, some indicators (e.g. for projects that focus particularly on capacity building objectives) may be difficult to quantify, and qualitative indicators should also be used.
- **Attainable:** The indicator (or information) must be attainable at reasonable cost using an appropriate collection method. Accurate and reliable information on such things as household incomes and crop production from small-scale dry land farming are, for example, notoriously difficult and expensive to collect.
- **Relevant:** Indicators should be relevant to the objective concerned and to the management information needs of the people who will use the data. Field staff may need particular indicators that are of no relevance to senior managers, and vice-versa.
- **Time-bound:** Indicators need to be collected and reported on at the right time to influence management decisions. There is no advantage in choosing indicators that can only tell you at the end of a project whether you succeeded or failed to meet certain objectives. They may be lessons learned but the information is too late for programme/project personnel to act on.

- At the **output level**, the indicators are for project management.
- At the **outcome level**, indicators should be linked to the direct recipients of project outcomes and to any indirect beneficiaries.
- At the **impact level**, indicators should be linked to direct and indirect beneficiaries as well as to higher-level national, ILO and donor frameworks (DWCP, P&B outcomes, national strategies, PRSs, UNDAF).

When defining the means to verify the indicators, details of how and when the data will be collected should be included. This will be part of monitoring and evaluation planning, which will be developed at the start-up of the implementation phase.

5.3.5 Implementation planning

The next step is to develop an overview of the activities, schedules and resources that are available for the project. This overview constitutes the implementation plan or, if it is more developed and extensive, the work plan.

An implementation plan should be developed for each output and include the following plans, schedules and tools:

1. **A performance plan**, which starts by breaking down the final project outputs into annual or sub-annual targets. The identification of targets for the outputs provides the link between the overall design plan and the detail work plan or implementation plan. This link is very important for resource-based management.
2. **A work breakdown structure (WBS)** setting out the activities, sub-activities and tasks required to achieve each output/sub-output. The chosen activities should be both necessary and sufficient to achieve the outputs. There are usually different strategies and sets of activities, which can be used to achieve the outputs. The chosen set of activities and the agreed strategy as set out in the WBS form the basis for the subsequent steps that allocate responsibilities, schedule activities and estimate resources and budget.
3. **A responsibility matrix** setting out who is responsible for each activity. The responsibility matrix allocates duties to different people within the team. Teams can be formed across agencies and organizations, and ILO units. All the activities required of a particular individual or organization form the duty statement or terms of reference for that assignment.
4. **A schedule** stating when each activity starts, its duration and when it will be completed. This is usually presented in the form of a bar chart, which sets out the sequence of activities and links them to critical events or milestones.
5. **A resource or inputs plan**, which sets out the requirements for personnel, basic office premises or facilities, equipment, and materials or other services, such as special subcontracting supplies, training workshops and other miscellaneous inputs. Personnel may be internationally or nationally-recruited, include professional and technical, administrative and other support personnel; be appointed as ILO officials or hired as consultants or they may be recruited directly by the ILO or supplied (in the case of associate experts) by a national donor agency.

Annex 1

The Human Rights-Based Approach to Development Cooperation Towards a Common Understanding Among UN Agencies

Introduction

The United Nations is founded on the principles of peace, justice, freedom and human rights. The Universal Declaration of Human Rights recognizes human rights as the foundation of freedom, justice and peace. The unanimously adopted Vienna Declaration and Programme of Action states that democracy, development, and respect for human rights and fundamental freedoms are interdependent and mutually reinforcing.

In the UN Programme for Reform that was launched in 1997, the Secretary-General called on all entities of the UN system to mainstream human rights into their various activities and programmes within the framework of their respective mandates.

Since then a number of UN agencies have adopted a human rights-based approach to their development cooperation and have gained experiences in its operationalization. But each agency has tended to have its own interpretation of approach and how it should be operationalized. However, UN interagency collaboration at global and regional levels, and especially at the country level in relation to the CCA and UNDAF processes, requires a common understanding of this approach and its implications for development programming. What follows is an attempt to arrive at such an understanding on the basis of those aspects of the human rights-based approach that are common to the policy and practice of the UN bodies that participated in the Interagency Workshop on a Human Rights based Approach in the context of UN reform 3-5 May, 2003.

This Statement of Common Understanding specifically refers to a human rights based approach to the development cooperation and development programming by UN agencies.

Common Understanding

1. All programmes of development co-operation, policies and technical assistance should further the realisation of human rights as laid down in the Universal Declaration of Human Rights and other international human rights instruments.
2. Human rights standards contained in, and principles derived from, the Universal Declaration of Human Rights and other international human rights instruments guide all development cooperation and programming in all sectors and in all phases of the programming process.
3. Development cooperation contributes to the development of the capacities of 'duty-bearers' to meet their obligations and/or of 'rights-holders' to claim their rights.

1. All programmes of development co-operation, policies and technical assistance should further the realisation of human rights as laid down in the Universal Declaration of Human Rights and other international human rights instruments.

A set of programme activities that only incidentally contributes to the realization of human rights does not necessarily constitute a human rights-based approach to programming. In a human rights-based approach to programming and development cooperation, the aim of all activities is to contribute directly to the realization of one or several human rights.

2. Human rights standards contained in, and principles derived from, the Universal Declaration of Human Rights and other international human rights instruments guide all development cooperation and programming in all sectors and in all phases of the programming process.

Human Rights principles guide programming in all sectors, such as: health, education, governance, nutrition, water and sanitation, HIV/AIDS, employment and labour relations and social and economic security. This includes all development cooperation directed towards the achievement of the Millennium Development Goals and the Millennium Declaration. Consequently, human rights standards and principles guide both the Common Country Assessment and the UN Development Assistance Framework.

Human rights principles guide all programming in all phases of the programming process, including assessment and analysis, programme planning and design (including setting of goals, objectives and strategies); implementation, monitoring and evaluation.

Among these human rights principles are: universality and inalienability; indivisibility; inter-dependence and inter-relatedness; non-discrimination and equality; participation and inclusion; accountability and the rule of law. These principles are explained below.

- **Universality and inalienability:** Human rights are universal and inalienable. All people everywhere in the world are entitled to them. The human person in whom they inhere cannot voluntarily give them up. Nor can others take them away from him or her. As stated in Article 1 of the UDHR, "All human beings are born free and equal in dignity and rights".
- **Indivisibility:** Human rights are indivisible. Whether of a civil, cultural, economic, political or social nature, they are all inherent to the dignity of every human person. Consequently, they all have equal status as rights, and cannot be ranked, a priori, in a hierarchical order.
- **Inter-dependence** and **Inter-relatedness.** The realization of one right often depends, wholly or in part, upon the realization of others. For instance, realization of the right to health may depend, in certain circumstances, on realization of the right to education or of the right to information.
- **Equality and Non-discrimination:** All individuals are equal as human beings and by virtue of the inherent dignity of each human person. All human beings are entitled to their human rights without discrimination of any kind, such as race, colour, sex, ethnicity, age, language, religion, political or other opinion, national or social origin, disability, property, birth or other status as explained by the human rights treaty bodies.
- **Participation and Inclusion:** Every person and all peoples are entitled to active, free and meaningful participation in, contribution to, and enjoyment of civil, economic, social, cultural and political development in which human rights and fundamental freedoms can be realized.
- **Accountability and Rule of Law:** States and other duty-bearers are answerable for the observance of human rights. In this regard, they have to comply with the legal norms and standards enshrined in human rights instruments. Where they fail to do so, aggrieved rights-holders are entitled to institute proceedings for appropriate redress before a competent court or other adjudicator in accordance with the rules and procedures provided by law.

3. Programmes of development cooperation contribute to the development of the capacities of duty-bearers to meet their obligations and of 'rights-holders' to claim their rights.

In a HRBA human rights determine the relationship between individuals and groups with valid claims (rights-holders) and State and non-state actors with correlative obligations (duty- bearers).

It identifies **rights-holders** (and their entitlements) and corresponding duty-bearers (and their obligations) and works towards strengthening the capacities of rights-holders to make their claims, and of duty-bearers to meet their obligations.

Implications of A Human Rights Based Approach to Development Programming of UN Agencies

Experience has shown that the use of a human rights-based approach requires the use of good programming practices. However, the application of "good programming practices" does not by itself constitute a human rights-based approach, and requires additional elements.

The following elements are necessary, specific, and unique to a human rights-based approach:

a) Assessment and analysis in order to identify the human rights claims of rights-holders and the corresponding human rights obligations of duty-bearers as well as the immediate, underlying, and structural causes of the non-realization of rights.

b) Programmes assess the capacity of rights-holders to claim their rights, and of duty-bearers to fulfill their obligations. They then develop strategies to build these capacities.

c) Programmes monitor and evaluate both outcomes and processes guided by human rights standards and principles.

d) Programming is informed by the recommendations of international human rights bodies and mechanisms.

Other elements of good programming practices that are also essential under a HRBA, include:

1. People are recognized as key actors in their own development, rather than passive recipients of commodities and services.
2. Participation is both a means and a goal.
3. Strategies are empowering, not disempowering.
4. Both outcomes and processes are monitored and evaluated.
5. Analysis includes all stakeholders.
6. Programmes focus on marginalized, disadvantaged, and excluded groups.
7. The development process is locally owned.
8. Programmes aim to reduce disparity.
9. Both top-down and bottom-up approaches are used in synergy.
10. Situation analysis is used to identity immediate, underlying, and basic causes of development problems.
11. Measurable goals and targets are important in programming.
12. Strategic partnerships are developed and sustained.

    Programmes support accountability to all stakeholders.

Ongoing Extra-budgetary TC Projects where the Technical Field is NORMES, as of 24-SEP-2008

Technical Unit	Admin Unit	Country	Donor	Project Title	Total Budget, USD
ED/NORM	ED/NORM	Global	NLD/MSA	Strengthening ILO's capacity to assist its Members' efforts to reach its objectives in the context of globalization	125'525
NORMES	NORMES	Inter-Regional	Spain	Promoción y aplicación de los derechos de los pueblos indígenas*	6'640'000
NORMES	SRO-Bangkok	Cambodia	Denmark	Project on Rights based approach to indigenous peoples development in Cambodia	289'399
NORMES	ILO-Beijing	China	Norway	Support to promote and apply ILO Convention 111 on employment discrimination in China	0
NORMES	NORMES	Global	KOR	Promotion of Maritime Labour Convention	71'721
NORMES	NORMES	Global	France	Renforcement de la capacité de l'OIT à appuyer les efforts déployés par ses Membres pour atteindre ses objectifs dans le contexte de la mondialisation	163'851
NORMES	NORMES	Inter-Regional	European Union	Promotion of indigenous and tribal peoples' rights through implementation of the principles of ILO Convention No. 169	864'158

Technical Unit	Admin Unit	Country	Donor	Project Title	Total Budget, USD
NORMES	NORMES	Inter-Regional	European Union	Promotion by the ILO of a universally applicable set of standards on the living and working conditions of seafarers within the Consolidated Maritime Labour Convention	346'120
NORMES	NORMES	Inter-Regional	Denmark	Inclusion of indigenous peoples' needs and priorities in PRSPs	165'120
NORMES	NORMES	Inter-Regional	Denmark	Promoting the Rights and Reducing Poverty of Indigenous and Tribal Peoples	2'076'500
NORMES	NORMES	Global	France	AE - AE - Mr. Jerome BLANCHARD	131'404
NORMES	NORMES	Europe Region	France	AE-NORMES-Ms. Véronique BASSO	125'000
NORMES	NORMES	Europe Region	Germany	AE - ILS - Mr. Timo KNAEBE	243'170
NORMES	NORMES	Inter-Regional	European	Promotion of indigenous and tribal peoples' rights through legal advice, capacity-building and dialogue*	1'254'000
NORMES	NORMES	Nepal	Denmark & Norway	Promotion of Indigenous Peoples' rights in the constitution-making and state-reform process in Nepal*	1'770'000
					$ 14'265'968

* = Budget converted from Euros to provide an approx. amount in USD Notes: Excluding agency costs, provision for cost increase and contingency. PARDEV/scs 24.09.2008

Annex 3

References

Manuals, guides and documents:

Bringing Focus to ILO Country-level Contributions: A Guidebook for Developing and Implementing Decent Work Country Programmes, July 2008, ILO

Building partnerships: Cooperation between the United Nations system and the private sector; Jane Nelson, Department of Public Information, 2002, United Nations.

Common Country Assessment and United Nations Development Assistance Framework: Guidelines for UN Country Teams on preparing CCA/UNDAF, February 2007; United Nations Development Group

Decent Work and Poverty Reduction Strategies, A reference manual for ILO staff and constituents, National Policy Group; INTEGRATION, ILO

Free trade agreements and labour rights: opportunities and implications for the ILO in the regions; Internal discussion paper -draft, ILO, Casper Edmonds 2007

ILO Declaration on Social Justice for a Fair Globalization; adopted by the International Labour Conference at its 97th Session, Geneva, 10 June 2008

ILO Technical Cooperation Manual – Version 1; Department for Partnerships and Development, 2007, ILO

Governing Body documents:

GB.291/TC/1 "*The ILO's technical cooperation programme, 2003-04*"

GB.300/LILS/6 "*Improvements in the standards-related activities of the ILO: Possible approaches and an interim plan of action to enhance the impact of the standards system*"

GB. 300/TC/1 "*The ILO's technical cooperation programme 2006-07*"

Web links:

Aid Harmonization and Alignment: http://www.aidharmonization.org

Better Work: www.betterwork.org

"Core Labour Standards Handbook", 2006: http://www.adb.org/Documents/Handbooks/Core-Labor-Standards/default.asp

Delivering as One, Secretary Generals High-level panel on UN System Wide Coherence: http://www.un.org/events/panel/resources/pdfs/coh_10_waysE.pdf

The Millennium Declaration, the MDGs and the ILO's Decent Work Agenda: Overview: www.un.org/millennium

OECD-DAC, final ODA flows 2006: http://www.oecd.org/dataoecd/7/20/39768315.pdf

OECD-DAC, Paris Declaration: http://www.oecd.org/document/18/0,2340,en_2649_3236398_35401554_1_1_1_1,00.html

OECD: Multilateral influences on the OECD guidelines for multinational companies: http://www.oecd.org/dataoecd/29/40/35666447.pdf

Rules of the Game, ILO, 2005: http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---normes/documents/publication/wcms_084165.pdf

Poverty Reduction Strategies: www.worldbank.org/prsp

The Triennial Comprehensive Policy Review: http://www.undg.org/index.cfm?P=34

UNCTAD, World Investment Report 2007: http://www.unctad.org

UNDG One UN pilots and stocktaking: http://www.undg.org/index.cfm?P=568

UN General Assembly 61st session, UN document A/61/1: http://www.un.org/ga/61/

UN Global Compact, Labour Standards: http://www.unglobalcompact.org/AboutTheGC/TheTenPrinciples/labourStandards.html

The UN Millennium Development Goals: http://www.un.org/millenniumgoals